



Corporation of the County of Wellington

2021 BUDGET

AND TEN YEAR PLAN



Approved for January 1 - December 31, 2021

2021 BUDGET

**Ten-Year Plan for the
Corporation of the County of Wellington,
Ontario, Canada**



**For information on programmes
and services, or to obtain a copy
of this document, please contact:**

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T 519.837.2600 • www.wellington.ca**

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DISTINGUISHED BUDGET PRESENTATION AWARD



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

County of Wellington

Ontario

For the Fiscal Year Beginning

January 1, 2020

Christopher P. Morrell

Executive Director

The Government Finance Officer's Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the County of Wellington for its annual budget for the fiscal year beginning January 1, 2020. In order to receive this award, a governmental unit must publish a budget document that meets programme criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This award is valid for a period of one year only. We believe our current budget continues to conform to programme requirements, and we are submitting it to GFOA to determine its eligibility for another award.



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COUNTY OF WELLINGTON

74 WOOLWICH STREET
GUELPH, ONTARIO
N1H 3T9

January 31, 2021

Dear Residents of Wellington County:

On January 28, County Council adopted the 2021 budget. The budget addresses additional services, needs, and supports within the community and local economy as a direct result of the ongoing global pandemic. Council has also recognized the unique challenges the pandemic has brought financially to local residents and businesses by bringing a budget in at a 1.2% tax increase. The County is confident in its position to support its residents while making key investments that support the community during extraordinarily challenging circumstances. Highlights of the 2021 Budget include:

- Rural Broadband Investment to complete the gigabyte fibre optic buildout, a municipal contribution of \$4.0 million over five years through the SWIFT 2.0 Implementation
- Full-year of the curbside collection enhancements for County residents, including weekly recycling and organics, bi-weekly garbage, and monthly Leaf and Yard Waste collection from April through November
- Investment in roads capital infrastructure and public works facilities over the next ten years, including \$33.7 million for upgrades to fund the replacement of the Arthur Public Works Facility (joint project with the Township of Wellington North), as well as the Erin, Brucedale, Harriston and Aberfoyle public works facilities throughout the forecast
- Planning for the opening of Phase II at the Riverstown Landfill
- Funding to begin the planning for and initiate property acquisition for a new Erin Library Branch
- Additional resources at the Wellington Terrace Long-Term Care Home to provide improved resident care during the COVID-19 pandemic
- The COVID-19 Business Recovery Fund, which will provide one-time funding to assist local businesses in the economic recovery

2020 and 2021 have brought significant challenges to the County as we have and continue to navigate through a global pandemic. The County is well positioned to maintain core services for its residents and provide additional support throughout this turbulent period.

Kelly Linton
 Wellington County Warden



STRATEGIC ACTION PLAN

The Corporation of the County of Wellington already does a lot of great things for its residents and businesses. County leaders want to ensure that the County continues to provide the best services and infrastructure in the years to come.

The County takes pride in providing the best value and highest level of service to our residents and businesses, including:

- Maintaining County roads
- Managing solid waste services
- Garbage collection and recycling services
- Affordable housing and child care services
- Long-term care
- Libraries
- Museum and archives
- Planning and development services



The Strategic Action Plan is a true reflection of how the Corporation of the County of Wellington works—in an environment that promotes openness, trust and collaboration.

The County takes a progressive approach to getting things done. Staff and elected County Officials work closely together to ensure the right decisions are being made, and that the County is taking advantage of every opportunity to ensure the highest quality of life for our residents and businesses. As an employer, the County values our employees, and takes great pride in providing the best possible open and collaborative workplace.

We know that there are great things taking place in the County, and this Strategic Action Plan is building on the good things that already exist. As staff and Council, we understand the need to serve our residents with dedication, progressive thinking, and excellence. We are committed to building a prosperous future for the community, and are always striving to make the community a better place to live, work, and invest.

STRATEGIC ACTION PLAN

WELLINGTON COUNTY VALUES

Above all, Wellington County values:

1. **The personal well-being of its residents, employees, and elected representatives.**
We understand that the People we serve, the People we employ, and the People who help provide direction and guidance are the People who make the County special.
2. **Openness and transparency in the decisions we make and how we conduct our business.**
We understand that we need to ensure that our people are working in an environment that promotes openness through trust and transparency.
3. **Collaboration as the foundation of how we work, both internally and with external partners.**
We understand that it is better to work together.
4. **Responsibility for the County's future.**
We understand that we are the gatekeeper to the County's future, and this is a responsibility we do not take lightly. We recognize our role as a good steward of the local environment, and we pride ourselves in integrating principles of sustainability in everything we do.

WELLINGTON COUNTY ASPIRATIONS

We will continuously work to ensure that the County has the:

1. Best people in place, to provide the best services and make the best decisions;
2. Best processes in place to collectively make the best decisions;
3. Best services in place to service the County's residents and businesses;
4. Best infrastructure in place to meet the current and future needs of the County.

STRATEGIC ACTIONS AND PRIORITY AREAS

We have divided a set of strategic actions into four priority areas:



People as the main priority of Wellington County.



Making the best decisions.



Providing the highest level and best quality services.



Planning for, and providing, the best physical infrastructure.

PEOPLE AS THE MAIN PRIORITY OF WELLINGTON COUNTY

In order to achieve this objective, we will:

1. Continue to partner with the Canadian Mental Health Association (CMHA) and the Ontario Provincial Police (OPP) to increase awareness and promote good mental health and suicide prevention;
2. Fund a new Police Sergeant to lead the new Community Safety Services (CSS) unit in 2021;
3. Continue the work of the Be Well Steering Committee with a focus on Diversity and Inclusion, Staff Appreciation and Health Promotion;
4. Implement the Wellington County Museum and Archives Strategic Action Plan 2021-2025



MAKING THE BEST DECISIONS

In order to achieve this objective, we will:

1. Use reserves to keep the overall tax impact at 1.2% in 2021 to assist residents and businesses during the COVID-19 pandemic and lower debt funding to reduce debt servicing costs in future budgets.
2. Allocate \$200,000 to the COVID-19 Business Recovery Fund, which will provide one-time funding to assist local businesses in the economic recovery;
3. Create the Road Master Action Plan (RMAP) to help the County map out improvements to the County's transportation network;
4. Continue to work on the County's Attainable Housing Strategy report recommendations.



PROVIDING THE HIGHEST LEVEL AND BEST QUALITY SERVICES

To achieve this objective, we will:

1. Continue to implement the Solid Waste Services Strategy with the annualization of curbside collection changes including organics collection, standardized collection frequency, leaf and yard waste collection and a collection fleet fueled by natural gas;
2. Provide additional resources at the Wellington Terrace Long-Term Care Home to provide improvement resident care during the COVID -19 pandemic.



PLANNING FOR AND PROVIDING THE BEST PHYSICAL INFRASTRUCTURE

To achieve this objective, we will:

1. Continue our investment in County infrastructure including a provision for a \$12 million investment in County-owned affordable housing units over the next 10 years;
2. \$4.0 million has been budgeted over the next five years (2021-2025) to complete the local gigabyte fibre optic broadband buildout through SWIFT 2.0;
3. Finish Phase 1 of new Asset Management software implementation in 2021 and fund the annualization of five full-time permanent Asset Management related positions, a two-year contract GIS Technician and a one-year contract Property Services Coordinator to continue County Asset Management activities and the coordination of activities across our member municipalities.



MESSAGE FROM THE COUNTY TREASURER

February 1, 2021



Ken DeHart, CPA, CGA
County Treasurer

On behalf of the members of County Council, the Warden and the Senior Management Team, I am pleased to present the County of Wellington's 2021 Budget and Ten-Year Plan, which was adopted by Council on January 28, 2021.

This is the third budget of the Council term from 2018 to 2022. The world has changed considerably in the last 12 months. A global pandemic, the likes of which we haven't seen since the 1918 Spanish Flu epidemic, has wreaked havoc on the global economy, the way we conduct business and the way we go about our daily lives. This year has been a challenge for many and the County has needed to adjust its priorities and operations in order to support our employees, residents and business owners in Wellington. With the help of the federal and provincial governments, the County, along with its member municipalities have been able to adapt, make adjustments to assist the most vulnerable in our communities.

The County has taken a multi-pronged approach to support those living and accessing services in our community. This includes providing additional resources at our long-term care home; increasing cleaning and sanitization at all County facilities; providing a secure place to live for the homeless; delivering emergency child care for front-line workers; allowing delays in property tax payments without penalty for those that need it; increasing minimum property tax rebates to low-income seniors and persons with disabilities; providing low-interest loans to qualifying businesses affected negatively by the pandemic; supporting the vaccination effort with County staff, public facilities and logistics; as well as making funds available to support the economic recovery—post-pandemic.

This kind of effort has required unprecedented collaboration between the County and its member municipalities, our public health unit, municipal partners, and the federal and provincial governments. We've needed to work remotely, increase communications, cooperate on joint efforts, create a safe place to work and do business, and find efficiencies. We've made investments to keep our buildings safe by improving air quality at all of our facilities, maintain social distancing and providing personal protective equipment.

While we've needed to adapt to our new reality, our commitment to our strategic objectives hasn't waived. The 2021 Budget and 10-Year Plan includes a planned increase of \$47 million in 10-year capital spending, an increase of nearly 12%. Investments in infrastructure such as roads and bridges, affordable housing and rural broadband are driving this change. The pandemic has highlighted the need for rural broadband improvements and the County has planned for an additional \$4 million in municipal investment over the next five-years. It is also important to provide affordable housing options in order to attract a diverse workforce to support our economy moving forward.

The County's operating budget is \$231.8 million in 2021, with capital spending of \$34.3 million and a total capital investment of \$441.1 million planned over the next ten-years. The average increase is 1.2% on residential tax bills or \$8 per \$100,000 of assessment. New debt issues total \$48.5 million over the forecast. The County has been able to bring forward an affordable tax increase well below historical levels of inflation to support our community in difficult times, while maintaining strong capital investment and ensuring the County's financial sustainability over the long-term.

CONSOLIDATED 2021-2020 BUDGET SUMMARY

The annual operating and capital budgets are approved using the modified accrual basis of accounting. The consolidated budget summary is prepared using a full accrual basis of accounting, and more closely reflects the annual financial statements.

	2021 Budget	2020 Budget (Amended)	Change	
	\$	\$	\$	%
Revenue Summary				
Operating Budget				
Taxation	111,160,900	107,834,900	3,326,000	3.1%
Government Transfers	67,537,100	68,918,000	(1,380,900)	-2.0%
Municipal Recoveries	21,335,900	22,074,200	(738,300)	-3.3%
Departmental Revenues	20,895,300	20,396,600	498,700	2.4%
Other - Donations, Interest	3,302,600	3,177,300	125,300	3.9%
Internal Charges	7,534,800	7,384,000	150,800	2.0%
	231,766,600	229,785,000	1,981,600	1.3%
Capital Budget				
Development Charges	894,000	928,500	(34,500)	-3.7%
Government Transfers	6,825,400	6,980,200	(154,800)	-2.2%
Current Funding	10,691,000	11,080,500	(389,500)	-3.5%
Municipal Recoveries	3,319,500	5,362,000	(2,042,500)	-38.1%
Debt and Transfers from Reserves	12,641,500	14,634,000	(1,992,500)	-13.6%
	34,371,400	38,985,200	(4,613,800)	-11.8%
Other Budgets				
Wellington Housing Corporation	942,000	942,000	-	0.0%
Wellington-Dufferin-Guelph Public Health	6,225,789	6,103,715	122,074	2.0%
	7,167,789	7,045,715	122,074	-1.7%
Budgeted Revenues	273,305,789	275,815,915	(1,561,826)	-0.9%
Adjustments to Annual Financial Statements				
Internal Recoveries, Transfers from Reserves, Debt	(31,615,300)	(33,846,500)	2,231,200	-6.6%
Revenues Per Financial Statements	241,690,489	241,969,416	(278,927)	-0.1%
Expenditure Summary				
Operating Budget				
General Government Services	25,158,600	24,763,200	395,400	1.6%
Protection Services	19,069,400	19,316,900	(247,500)	-1.3%
Transportation Services	33,971,300	32,251,700	1,719,600	5.3%
Solid Waste Services	14,785,000	13,211,800	1,573,200	11.9%
Housing, Employment, Children's Early Years, Long-term Care	116,294,100	118,528,100	(2,234,000)	-1.9%
Health, Library, Museum and Planning Services	22,488,200	21,713,300	774,900	3.6%
	231,766,600	229,785,000	1,981,600	0.9%
Capital Budget				
Capital Expenditures	34,371,400	38,985,200	(4,613,800)	-11.8%
Other Budgets				
Wellington Housing Corporation	415,000	415,000	-	0.0%
Wellington-Dufferin-Guelph Public Health	6,225,789	6,103,715	122,074	2.0%
	6,640,789	6,518,715	122,074	1.9%
Budgeted Expenditures	272,778,789	275,288,915	(2,510,126)	-0.9%
Adjustments to Annual Financial Statements				
Amortization*	26,000,000	23,000,000	3,000,000	13.0%
Internal Charges, Transfers to Reserves, Debt Payments	(34,970,000)	(34,823,700)	(146,300)	0.4%
Tangible Capital Asset Expenditures	(34,371,400)	(38,985,200)	4,613,800	-11.8%
	(43,341,400)	(50,808,900)	(7,467,500)	-14.7%
Expenditures per Financial Statement	229,437,389	224,480,015	4,957,374	2.2%
Excess Revenues over Expenditures per Financial Statements**	\$12,253,100	\$17,489,401	\$(5,236,301)	-29.9%

*Amortization is not budgeted but estimated per O. Reg. 284/09

** Excess Revenues Over Expenditures is used to fund the acquisition of tangible capital assets

COUNTY OF WELLINGTON AT A GLANCE

Wellington County Quick Facts

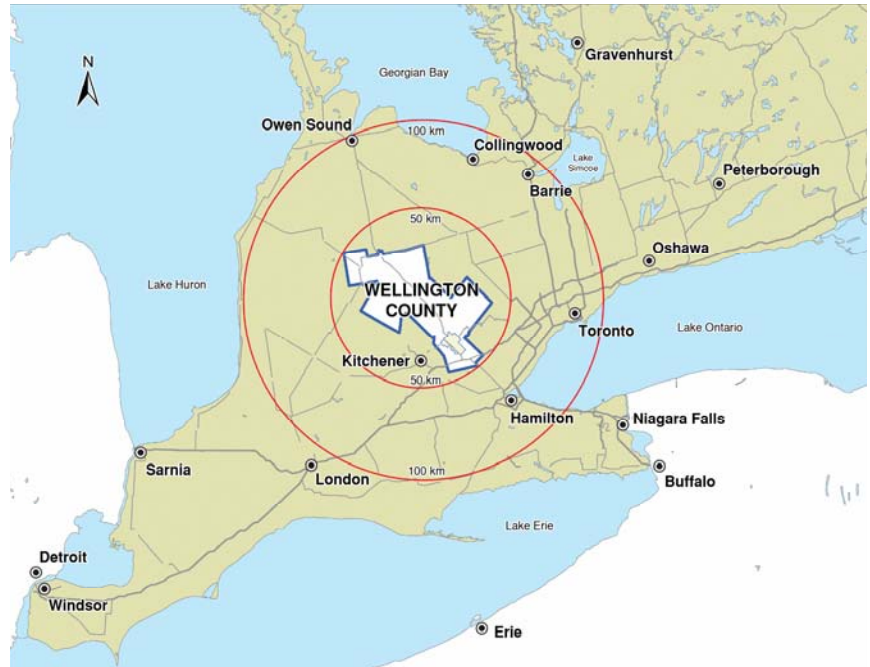
7 Member Municipalities
Area: 2,600km²

100,460 Residents
35,340 Households

3,890 Businesses
48,378 Jobs

Wellington County is located in Southwestern Ontario just over 100 km west of Toronto.

The County of Wellington has a vibrant economy and an active economic development office that promotes the dynamic industries of the County. The key industries in Wellington are manufacturing, agriculture, health care and the creative economy. Proximity to vital transportation corridors and urban centres, as well as high speed broadband coverage and excellent green space make Wellington County an attractive place to both work and live.



When it comes to quality of life, Wellington County is in a league of its own. Wellington County offers a modest cost of living, temperate climate, excellent schools, short commute times and an abundance of housing options available within its charming communities.

The County of Wellington is made up of the following seven member municipalities:



Township of Centre Wellington
519.846.9691
www.centrewellington.ca



Town of Erin
519.855.4407
www.erin.ca



Township of Mapleton
519.638.3313
www.mapleton.ca



Township of Guelph/Eramosa
519.856.9596
www.get.on.ca



Town of Minto
519.338.2511
www.town.minto.on.ca



TOWNSHIP OF
PUSLINCH
EST. 1850

Township of Puslinch
519.763.1226
www.puslinch.ca



Township of Wellington North
519.848.3620
www.wellington-north.com

HISTORY OF THE COUNTY OF WELLINGTON

- 1838** The District of Wellington was set apart as a separate district and contained the counties of Wellington, Waterloo, Grey, and parts of Dufferin County.
- 1852** The United Counties of Waterloo, Wellington, and Grey were formed.
- 1853** Wellington separated from Waterloo
- 1854** Wellington County became an individual entity consisting of the Townships and Towns of Amaranth, Arthur, Eramosa, Erin, Guelph, Guelph (Town), Garafraxa, Maryborough, Nichol, Peel, Pilkington, and Puslinch. The first Wellington County Council meeting was held January 23, 1854.

In subsequent years, other municipalities joined the County:

- 1857** Arthur, Luther, and Minto
- 1858** Elora and Fergus
- 1864** Orangeville
- 1866** Mount Forest
- 1869** Garafraxa Township separated into East and West
- 1872** Arthur Village
- 1873** Harriston
- 1874** Clifford Village
- 1875** Drayton and Palmerston
- 1881** East Village



Wellington County was named after Arthur Wellesley, the First Duke of Wellington.

- 1879** The City of Guelph separated and became incorporated as a City and was no longer represented on Wellington County Council. Luther Township was divided into East and West. Orangeville and East Garafraxa joined Dufferin County and were no longer represented on Wellington County Council.

- 1999** Amalgamation resulted in the formation of seven new municipalities:

- Township of Centre Wellington
- Town of Erin
- Township of Guelph / Eramosa
- Township of Mapleton
- Town of Minto
- Township of Puslinch
- Township of Wellington North



COUNTY OF WELLINGTON LIFESTYLE

The County of Wellington provides a wide variety of activities and attractions for locals and visitors to experience in the community.

Arts and Culture

Many cultural experiences await in Wellington County; ranging from award winning attractions, art studios and galleries, historic sites and downtowns, and the museum and archives. Following is a list of just a few of the many arts and cultural highlights one can experience:

- Elora Centre For the Arts
- Fergus Grand Theatre
- Minto Arts Gallery
- Wellington County Museum and Archives

Recreational Facilities and Activities

Wellington County is a great place to play, and has the facilities to support all of the activities you love, including soccer, swimming, baseball, badminton, ringette, and rugby.

Conservation Areas, Parks and Trails

With rolling hills, wide open spaces and lush gardens, Wellington County is bursting with beautiful green spaces waiting to be enjoyed.

Festivals and Events Guide

Each year, in partnership with the seven member municipalities in Wellington County, the economic development division produces the Festivals and Event Guide. Wellington County boasts over 200 local festivals and events annually. Top events including Hillside Music Festival, Fergus Scottish Festival and etc.



FESTIVALS AND EVENTS

- Elora Festival
- Mount Forest Fireworks Festival
- Clifford Truck and Car Show
- Hillside Music Festival
- Fergus Scottish Festival and Highland Games



DEMOGRAPHIC OVERVIEW

Population

In mid-2020, Wellington County had **35,340** households and a population (adjusted for net Census undercount) of **100,460**. The population of Wellington County is projected to grow to 140,000 by 2041.

Wellington County 2020 Population Estimates				
	Mid Year—2019		Mid Year—2020	
Location	Population	Households	Population	Households
Centre Wellington	31,430	11,540	32,200	11,820
Fergus	16,450	6,210	16,950	6,390
Elora/Salem	7,610	2,810	7,850	2,900
Centre Wellington Rural	7,370	2,520	7,400	2,530
Erin	12,160	4,220	12,210	4,240
Erin Village / Hillsburgh	4,550	1,690	4,540	1,690
Erin Rural	7,610	2,530	7,670	2,550
Guelph/Eramosa	13,880	4,680	14,020	4,720
Rockwood	5,340	1,870	5,440	1,900
Guelph/Eramosa Rural	8,540	2,810	8,580	2,820
Mapleton	11,230	3,250	11,360	3,300
Drayton	2,420	860	2,490	880
Moorefield	620	200	680	220
Mapleton Rural	8,190	2,190	8,190	2,200
Minto	9,350	3,370	9,520	3,420
Clifford	950	380	970	390
Harriston	2,230	820	2,260	830
Palmerston	2,940	1,140	3,020	1,160
Minto Rural	3,230	1,030	3,270	1,040
Puslinch	8,070	2,870	8,210	2,920
Aberfoyle	350	200	350	200
Morrison	480	160	490	170
Puslinch Rural	7,240	2,510	7,370	2,550
Wellington North	12,740	4,810	12,940	4,920
Arthur	2,710	1,040	2,750	1,080
Mount Forest	5,460	2,300	5,610	2,360
Wellington North Rural	4,570	1,470	4,580	1,480
Wellington County	98,860	34,740	100,460	35,340

Note: numbers may not add up due to rounding

Source: Watson and Associates Economists Ltd. and County of Wellington Planning Department, March, 2021

DEMOGRAPHIC PROFILE: IMMIGRATION

Immigration

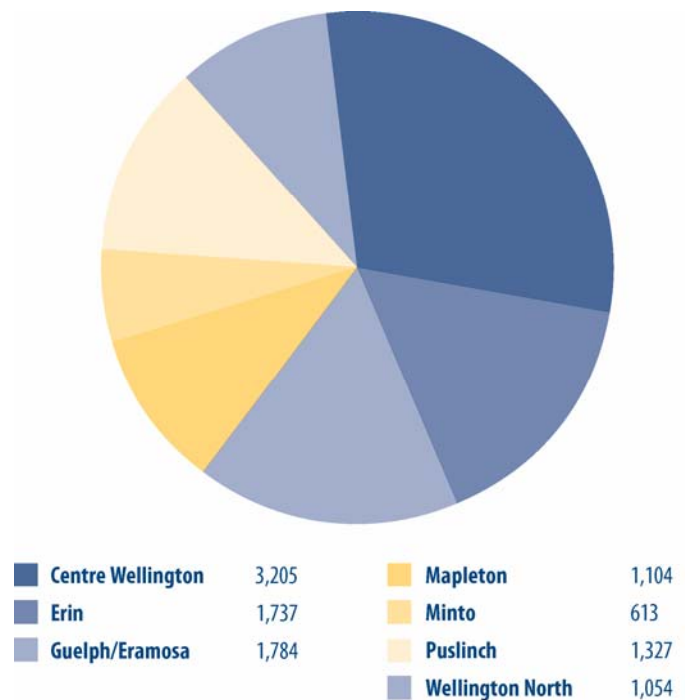
The Economic Development division collaborates with the Guelph Wellington Local Immigration Partnership, Immigrant Services Guelph-Wellington, Wellington County Settlement Services in addition to Economic Development division activities to encourage talent attraction in Wellington County. This is a network of agencies and community members, which focuses on employment, English language training, and community inclusion.



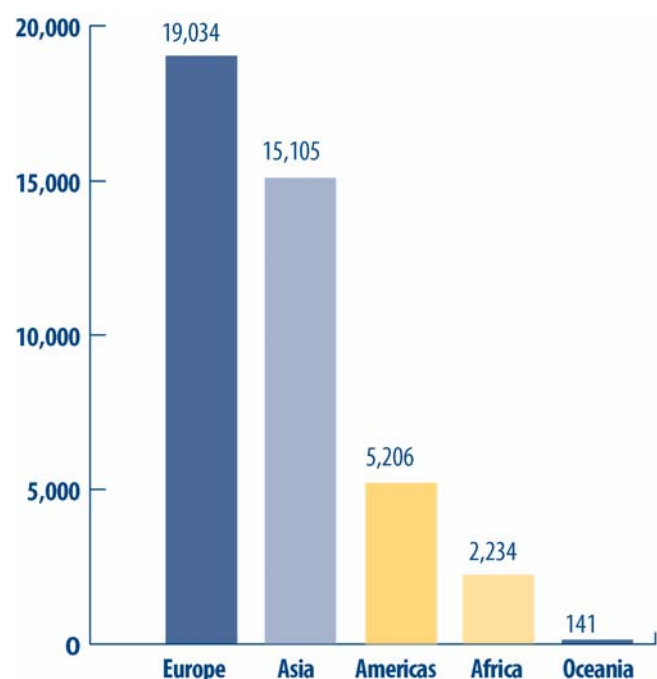
Immigrants born outside of Canada represent 21% of the resident Wellington County community and stem predominantly from Europe and Asia. 66% of recent immigrants to Wellington County came from Asia including China, India, Korea, Pakistan, the Philippines and Sri Lanka. Almost half of recent immigrants sought admission as economic class immigrants and selected/admitted due to their potential to contribute to the Canadian economy, 32% were sponsored by family and 19% immigrated as refugees. Many immigrants have roots in Canada, 61% immigrants in Wellington County are third generation or more, 20% are second generation and 19% first generation.

Source: Manifold Data, 2019

IMMIGRANTS IN WELLINGTON COUNTY (2016)



WELLINGTON COUNTY IMMIGRANTS BY PLACE OF BIRTH (2016)



DEMOGRAPHIC PROFILE: EDUCATION

Wellington County is part of the Upper Grand District School Board and the Wellington Catholic School Board. Both have excellent elementary and secondary institutions. The County also has options for those interested in Montessori, outdoor, faith-based, French Immersion schools, and early childhood education.

There are a considerable number of highly regarded post-secondary institutions in the area. Of the residents in Wellington County, 29% of the population aged 25-64 years, have college or university level education.

The presence of the University of Guelph and Conestoga College, and access to other post-secondary Institutions in the region, such as Wilfrid Laurier University and University of Waterloo, is an enormous asset to the current and future training and workforce needs of Wellington County.

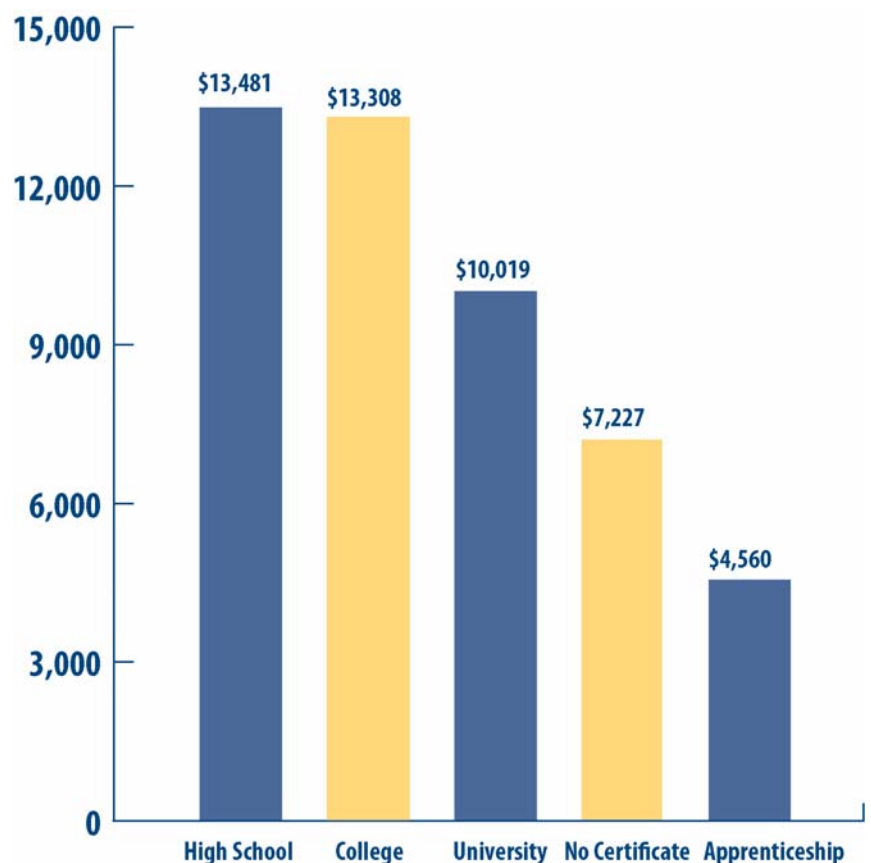
The University of Guelph is ranked one of Canada's top comprehensive universities because of its commitment to student learning and innovative research. The University community also shares a sense of social responsibility, an obligation to address global issues and a concern for international development.

Conestoga College is Ontario's fastest growing college and a leader in polytechnic education. The college's project based learning model provides students with hands-on experience to prepare them for success in careers including business and hospitality, skilled trades, engineering and information technology, health and life sciences, community services, media and design.

There are a considerable number of highly regarded post-secondary institutions in the Greater Golden Horseshoe feeding the available labour force, including:

- University of Guelph
- University of Toronto
- McMaster University
- University of Waterloo
- Ryerson University
- Wilfrid Laurier University
- Brock University
- Georgian College
- Humber College
- Conestoga College

WELLINGTON COUNTY EDUCATION LEVEL (2019)



Source: Manifold Data, 2019

AFFORDABILITY

Household Incomes

Wellington County has an average household income of \$119,363 with the average household income in the member municipalities ranging from \$84,002 in the Township of Wellington North to \$187,317 in the Township of Puslinch. Wellington County has higher average household income in comparison to Ontario as a whole, as well as its comparative regional economic groups of Dufferin, Perth and Grey County.

Average Household Income

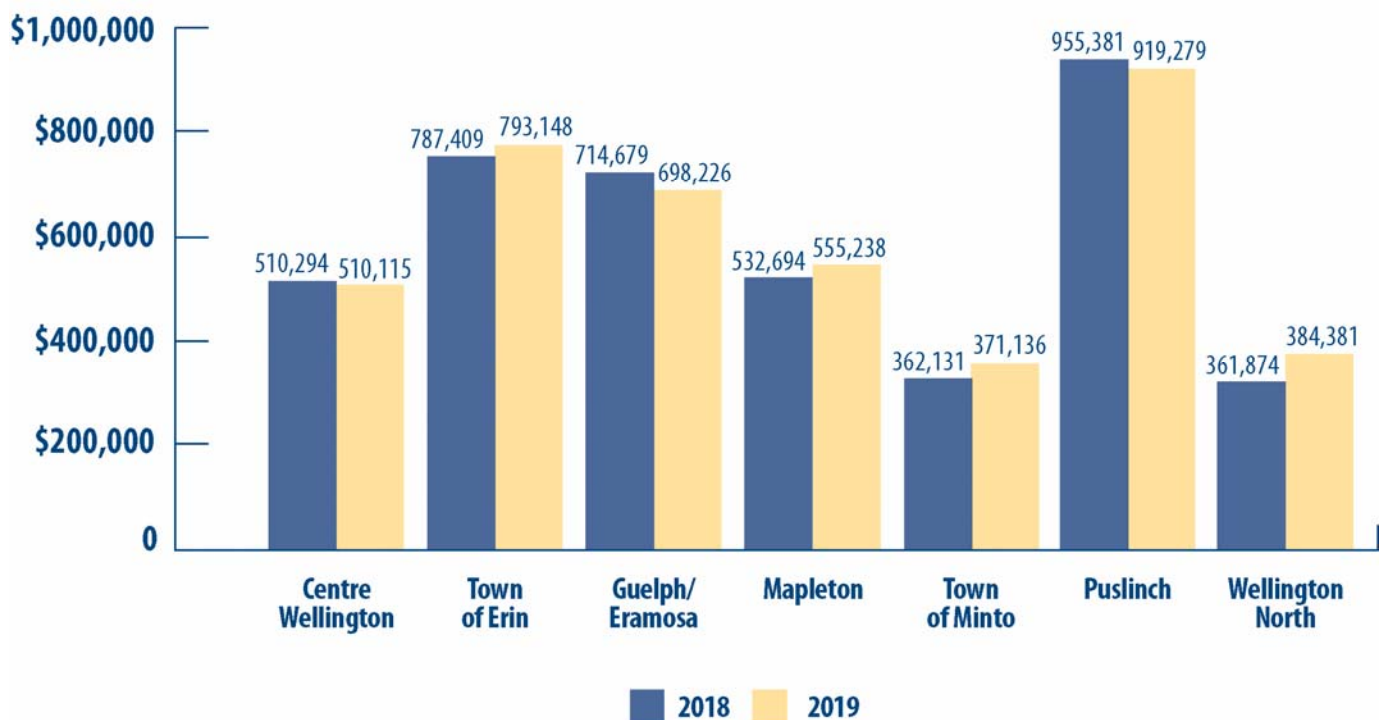
Municipality	2019
Wellington County	\$119,363
Centre Wellington	\$110,275
Erin	\$147,506
Guelph Eramosa	\$141,060
Mapleton	\$109,390
Minto	\$86,929
Puslinch	\$187,317
Wellington North	\$84,002

Average Municipal Household Incomes

Region	Household Income
Wellington County	\$119,363
Halton Region	\$135,743
Waterloo Region	\$130,696
Dufferin County	\$114,149
Perth County	\$92,265
Grey County	\$91,093
Ontario	\$106,649

Source: Manifold Data, 2019

AVERAGE HOUSING PRICE



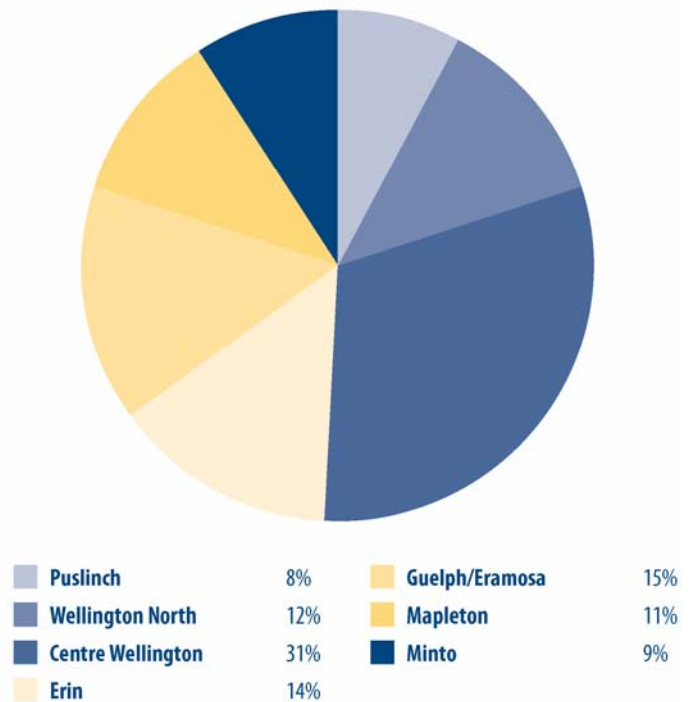
Source: Manifold Data, 2019

LOCAL ECONOMY: LABOUR FORCE

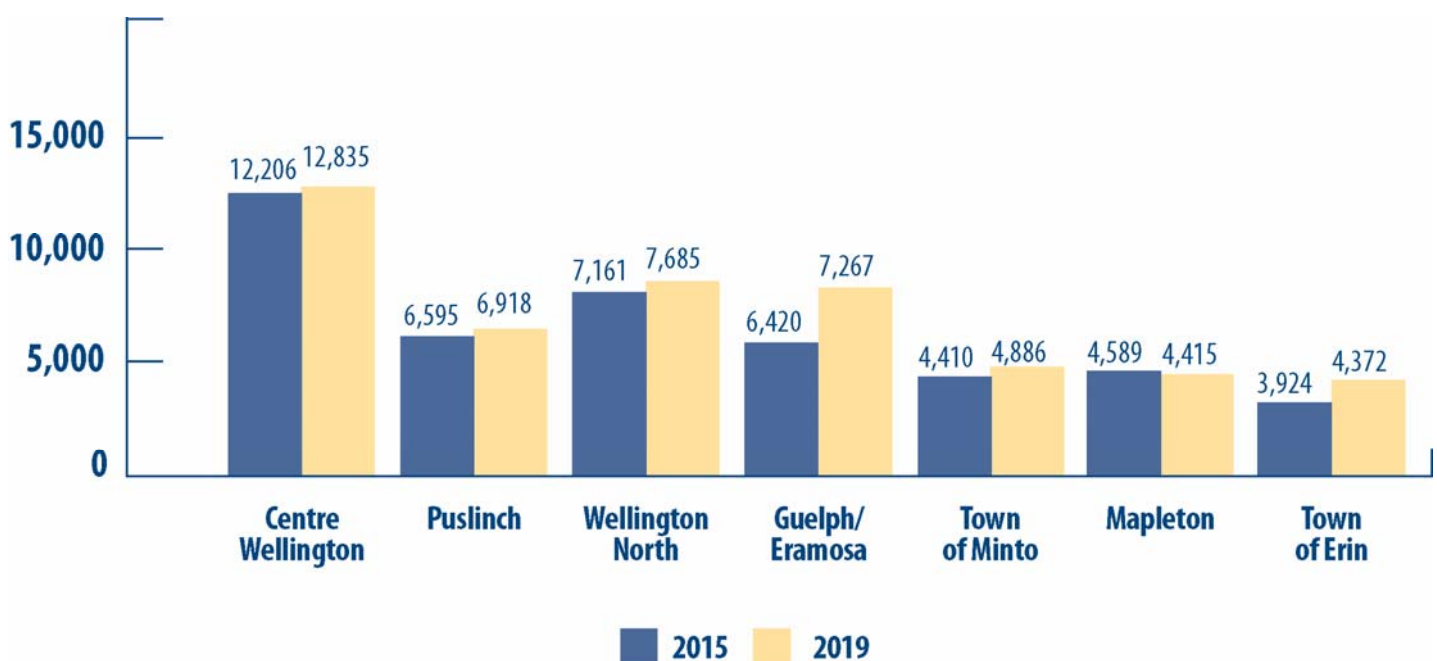
Resident Labour Force

The total labour force for the County of Wellington was 55,558 in 2019. Most of these resident workers were employed in the manufacturing, construction, health care, business services and agriculture sectors. Centre Wellington had the largest labour force followed by Guelph/Eramosa, representing 31% and 15% of the County's labour force respectively. The largest job growth in the County from 2015-2019 period took place in Guelph/Eramosa and Erin.

LABOUR FORCE DISTRIBUTION (2019)



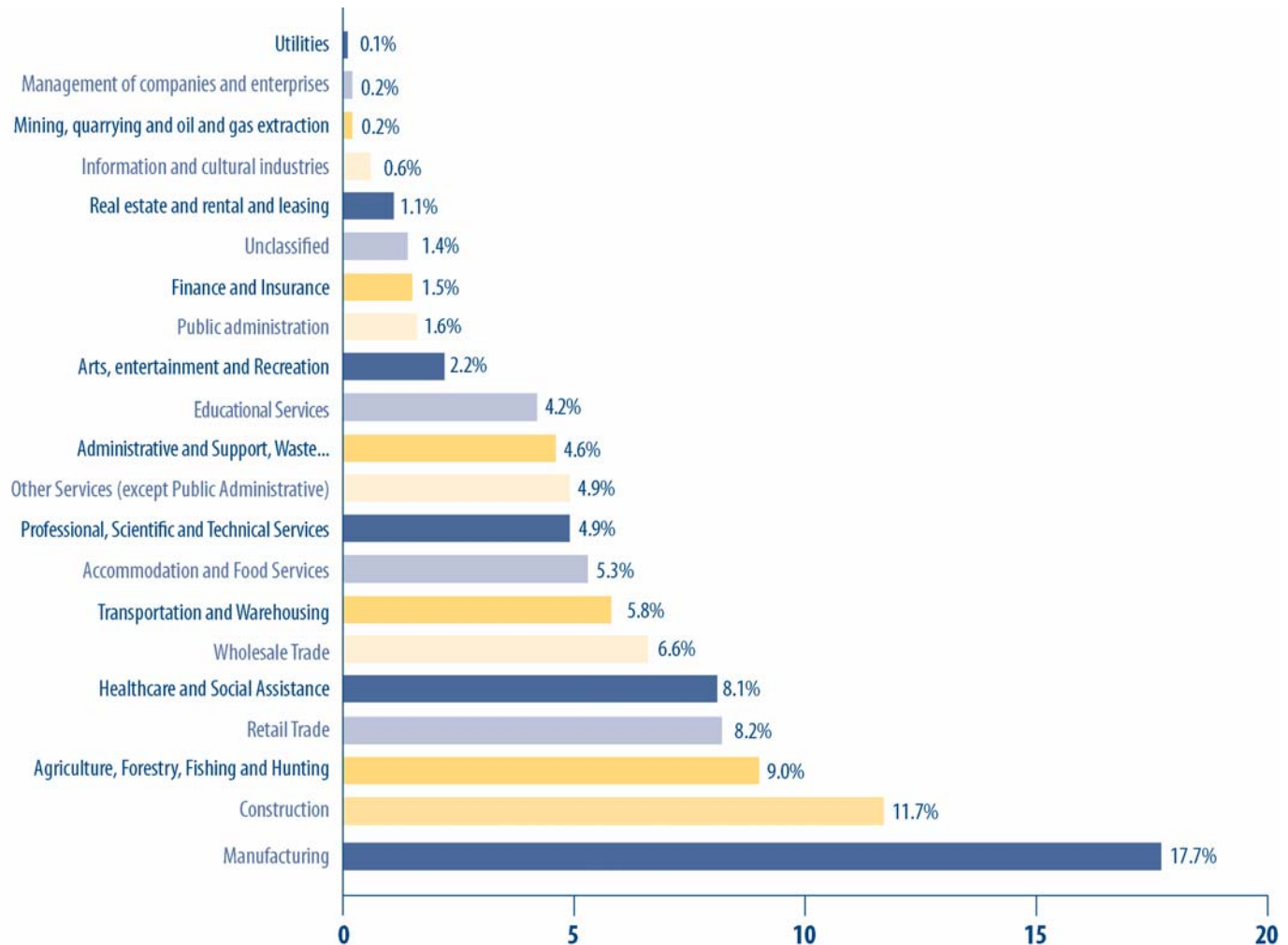
JOB GROWTH



LOCAL ECONOMY: MAJOR SECTORS

Wellington County provided 48,378 local jobs in 2019. Manufacturing continues to be the leading sector, representing 8,577 jobs or 17.7% of all local employment within the County. Over the past several years, Wellington has been experiencing significant growth in the number of jobs in construction, manufacturing, health care and creative professional services sectors. The growth represents an excellent indication of the very strong, stable and expanding economy in Wellington County.

WELLINGTON COUNTY SECTORS OF EMPLOYMENT (2019)



Source: EMSI Analyst

Top 3 Expanding and Shrinking Sectors

		2018 Jobs	2019 Jobs	Change	% of Total Employment
Expanding	Transportation and warehousing	2,898	3,178	280	6.6%
	Manufacturing	8,359	8,577	218	17.7%
	Retail Trade	4,188	4,338	150	9.0%
Shrinking	Agriculture, forestry, fishing and hunting	4,228	3,961	(267)	8.2%
	Unclassified	711	672	(39)	1.4%
	Accommodation and food services	2,607	2,585	(22)	5.3%

LOCAL ECONOMY: BUSINESS SIZE

Small and medium-sized enterprises (SMEs) in Canada employ 90.3% of workers in the private sector, play a proportionally large role in job creation and produce approximately 30% of Canada's gross domestic product. Locally, SMEs with less than 50 employees represent 96% of all Wellington County businesses. Although a significant portion of employers in Wellington County are small businesses, there are also a number of large employers in the area.

TOP EMPLOYERS (estimated employees)

County of Wellington (800+)
TG Minto (800+)
Jefferson Elora Corporation (500-599)
Musashi Auto Parts Canada Inc. (500-599)
Nestle Waters Canada (400-499)
Mammoet Crane (400-499)
Dana Long Corp (300-399)
Schneider National (300-399)
Walmart Supercenter (200-299)
Wallenstein Feed and Supply Ltd. (200-299)
Wellington North Health Care (200-299)
Elora Mill (200-299)
Zehrs (200-299)
Concast Inc. (200-299)
Nexans Canada Inc. (200-299)
Groves Memorial Community Hospital (200-299)
Walinga Inc. (200-299)
Cascade Canada Ltd. (200-299)

TOP 20 CORPORATE TAXPAYERS IN 2020

Nestle Canada, Puslinch
Summit (7474 McLean Road) Ltd, Puslinch
Skyline Retail Real Estate, Centre Wellington
TG Minto Corporation, Minto
Jefferson Elora Corporation, Centre Wellington
Wallenstein Feed and Supply Ltd., Mapleton
1236757 Ontario Inc. (Musashi), Wellington North
Con-Cast Pipe Inc., Puslinch
Darling International Canada Inc., Mapleton
RMM Fergus Property Inc., Centre Wellington
Royal Canin Canada Company, Puslinch
Coldpoint Properties Ltd., Guelph/Eramosa
Sharon Farms & Enterprises, Wellington North
2354084 Ontario Ltd. (Mammoet Crane), Puslinch
Nexans Canada Inc., Centre Wellington
Riocan Holdings Inc., Centre Wellington
1056469 Ontario Inc. (Pentalift), Puslinch
Golden Valley Farms Inc., Wellington North
Russel Metals Inc. Trustee, Puslinch
Sligo Road Limited, Wellington North



Source: Municipal EDOs.

ECONOMIC DEVELOPMENT HIGHLIGHTS

Smart Cities: Our Food Future

Our Food Future is Guelph-Wellington's \$10 million federally-funded partnership, focused on building Canada's first circular food economy. The project officially launched in January 2020, with plans revised during the first COVID-19 lockdown in order to bring business and community support to the forefront of five-year project.



The Grow Back Better plan launched in May 2020, with a ten-point plan committed to funding programmes, partnerships, and challenges for Guelph-Wellington. The plan reflects our circular economy principles of food access, waste reduction, and small business support. The highlights include:

- Increased emergency food relief, through support of a local not-for-profit food project, The SEED
- Community Urban Agriculture Challenge grants
- Kids Get Growing home garden kits
- Seeding Our Food Future small business grants available through Innovation Guelph.
- Harvest Impact's Social Finance Fund zero-interest loans offered through partnership with 10 Carden.
- Waste reduction training for businesses by Provision Coalition Inc.

The Grow Back Better plan was recognized as one of Canada's Top 100 Recovery Projects at the Future of Good Summit (November 2020). By the end of 2020, Grow Back Better injected \$780,000 of project funding into the community, received \$1.2 million of cash and in-kind business donations, and leveraged \$1.5 million in public and private donations.

Looking ahead

The Our Food Future continues to focus achieve the following three bold goals by 2025:

- 50% increase in access to affordable, nutritious food
- 50 new circular food businesses, collaborations and social enterprises
- 50% increase in economic benefit by unlocking the value of waste

To achieve these, in 2021 our work will include a public awareness campaign focused on minimizing food waste, a local food hub feasibility report, an exchange marketplace for waste from the food system, on-farm pilots, and other initiatives.



ECONOMIC DEVELOPMENT HIGHLIGHTS

Keep Well Emergency Business Fund

In April 2020, the Keep Well Fund was developed in partnership with the Wellington-Waterloo Community Futures (WWCF) and the Saugeen Economic Development Corporation (SEDC) to provide low-interest loans to Wellington County businesses to help support them during the economically challenging period brought on by the COVID-19 pandemic. In total 60 loans were provided totalling \$891,400 in support for Wellington County business through the onset of the COVID-19 pandemic.

Business Retention and Attraction (BR+E)

Business Retention and Expansion (BR+E) is a community-based economic development programme that focuses on supporting existing businesses. The BR+E survey programme not only assists with building and improving relationships but also helps in establishing strategic actions plans to support business and enable business development, investment and job creation.

In November and December 2020, staff from the County and all seven member municipalities conducted the OMAFRA Business Retention and Expansion (BR+E) Recovery Survey. In total, 435 surveys were submitted by Wellington County businesses and a BR+E Recovery Action plan was developed. In 2021, recovery efforts will address for key areas with actions that support: Operating Safety, Business Services, Mental Health Resources for Businesses, and Shop Local and Promotion of Wellington County.



BR+E Implementation Fund

The BR+E Local Implementation Fund provides funding for the direct execution of BR+E activities to enhance the local economy. The BR+E Implementation Fund began in 2014 and in seven years has produced a total investment of approximately \$3.3 million in Wellington County with a 64% return on investment.

Talent Attraction Initiative

The Talent Attraction Initiative continues to promote Wellington County as a desirable place to live and work. In 2020, Immigration, Refugee and Citizenship Canada (IRCC) funding was secured to support the Economic Development Talent Attraction position with the aim to attract and connect newcomers with employers, thus helping address the labor skills shortage. The last year has been challenging due to the COVID-19 pandemic, impacting international immigration, in person meetings and service delivery programmes like language training etc. for newcomers in the County. However, efforts continue to make Wellington County more inclusive and welcoming through various initiatives. Several employers, especially in manufacturing, health and social services sector continue to employ newcomers.



ECONOMIC DEVELOPMENT HIGHLIGHTS

This Way to Wellington Signage Programme

The County of Wellington's signage programme is an initiative to promote greater awareness of Wellington County, to generate new investments, attract tourism and strengthen County pride.

The implementation of the programme rolled out in three phases. Gateway Entrance Signage on County boundary roads (2017-2019), Pay-to-Play Directional Tourism Signage, an annual programme to promote tourism based businesses (2018 launched) and Community Directional Signs for urban population centres (2020).



Ride Well Rural Transportation Programme

In 2018, the County of Wellington was awarded a \$499,500 MTO Community Transportation Grant over a five-year period to pilot the RIDE WELL rural transit programme. A demand-based, rideshare transit service that provides transportation for Wellington County residents and visitors is supported by the RideCo technology platform.

The RIDE WELL service launch on October 1, 2019 and has grown over time. In 2020, RIDE WELL expanded service to include drop-off or pick-up in the City of Guelph, and developed protocols to operate safely during the COVID-19 pandemic. In 2021, RIDE WELL will continue to reach new customers and build the service to support transportation needs in Wellington County.



Invest Well Community Improvement Programme (CIP)

The Invest Well, Community Improvement Programme (CIP) launched in 2018, and continues to support business revitalization, beautification, and investment attraction in Wellington County.

The CIP provides a framework for the County to participate financially in local member municipal CIP projects by providing tax incentives and grants to projects that align with our countywide goals. The Invest Well priorities include:

1. Using land strategically
2. Provide rental housing
3. Improve building infrastructure
4. Diversify the economy
5. Promote Tourism

Wellington County will continue to offer Invest WELL to member-municipalities and businesses in 2021. This programme illustrates the County's ongoing commitment to fostering a dynamic and productive business community.



ECONOMIC DEVELOPMENT HIGHLIGHTS

Taste Real Local Food

Guelph-Wellington is a region deeply rooted in agriculture, with a long tradition in food preparation and processing. The Taste Real programme helps to build connections within the region to make it easy for residents and visitors to access local food and local food experiences. Wellington County is home to a number of excellent food events and festivals, engaging on-farm experiences, and six farmers' markets that highlight the county's diverse terroir. The region is also famous for its craft breweries - a testimony to the type of entrepreneurial spirit and craftsmanship that makes this region unique and complements Wellington's authentic food culture.

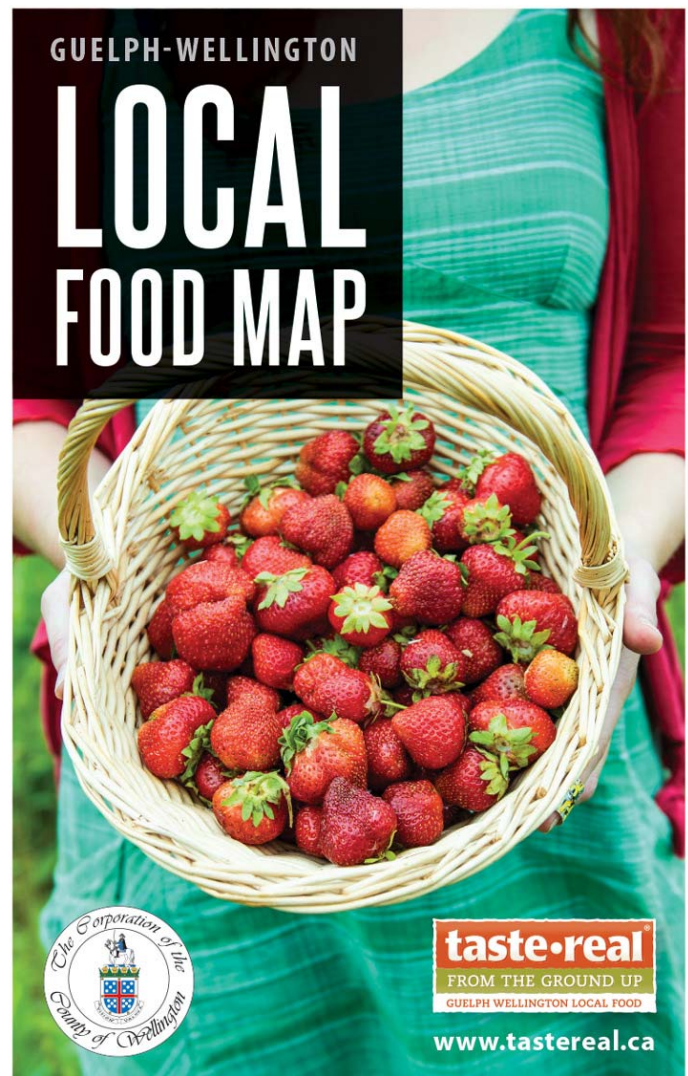


Taste Real Programming:

- Taste Real Local Food Map and promotional brochures.
- Local Food B2B Networking and Learning Workshops.
- Rural Romp, Self-Guided Farm and Food Tour.
- Seasonal campaigns, highlighting experiences, farm and food outings, and local ingredients.

In response to the COVID-19 pandemic, interest in locally grown food has increased significantly. To support local farms and food businesses, Taste Real created an updated business list highlighting the different purchasing procedures for each business, making it easier for customers to access local foods. Additional shop local initiatives included a Food Take Out Map to support the local restaurant sector. Various shop local campaigns were carried out, such as a Local Food Box containing products from local producers and seasonal food and gift guides.

While in-person events were cancelled, Taste Real promoted self-guided tours, outdoor experiences through the Taste Real Summer Campaign, and the Fall Flavours Map.



ECONOMIC DEVELOPMENT HIGHLIGHTS

Ontario Food Cluster, Investment Attraction

In 2016 the County of Wellington became a member of the Ontario Food Cluster (OFC). The Ontario Food Cluster is a cost-sharing partnership of government and economic development organizations in southern Ontario that pool their resources together to attract agri-food company investment to the participating Ontario communities.



Southwest Integrated Fibre Technology (SWIFT)

In 2011, the Western Wardens' initiated the SWIFT project with the goal of providing 3.5 million people across 350 Ontario communities with high-speed internet service. Today SWIFT includes 20 partners who have contributed \$17 million in funding in addition to \$180 million in financial support from the Provincial and Federal governments. The County of Wellington is one of these partners, having committed to \$880,000 over a five-year period in the Economic Development budget.

SWIFT announced in May 2019 that Wellington County would receive \$12.1 million in targeted projects focused on underserved homes and businesses. Requests for proposals were submitted in September 2019 and in January 2020 the successful Wellington County projects were announced. The projects have been executed with a total project value of \$12,953,100, the final number of premises passed reached 3,009 and 277.6 total fiber road kilometres archived.



In 2021, the Economic Development Committee and Council further supported the County's investment in SWIFT 2.0, dedicating \$4 million over the next five years to support further internet infrastructure across Wellington County.

Western Ontario Warden Caucus (WOWC)

Councillor Bridge, Chair of the County Economic Development Committee, led the creation of a regional Economic Development Strategic Plan for Southwestern Ontario that was completed in 2017. In 2021, Council Bridge was e-appointed as Chair of the WOWC Economic Development Sub-Committee. The County continues to play an active role in WOWC advocacy and projects.



ORGANIZATIONAL PROFILE

County of Wellington Council

The County of Wellington is governed by a Council comprised of seven mayors and nine councillors. They are elected at large every four years. The County of Wellington Council is currently comprised of the following members:

Top Row

Warden Kelly Linton
Mayor, Township of Centre Wellington

Councillor Gregg Davidson
Mayor, Township of Mapleton

Councillor Andy Lennox
Mayor, Township of Wellington North

Councillor James Seeley
Mayor, Township of Puslinch

Councillor Allan Alls
Mayor, Town of Erin

Councillor Chris White
Mayor, Township of Guelph / Eramosa

Councillor George Bridge
Mayor, Town of Minto

Councillor David Anderson
County Ward 1

Bottom Row

Councillor Earl Campbell
County Ward 2

Councillor Campbell Cork
County Ward 3

Councillor Steve O'Neill
County Ward 4

Councillor Mary Lloyd
County Ward 5

Councillor Diane Ballantyne
County Ward 6

Councillor Don McKay
County Ward 7

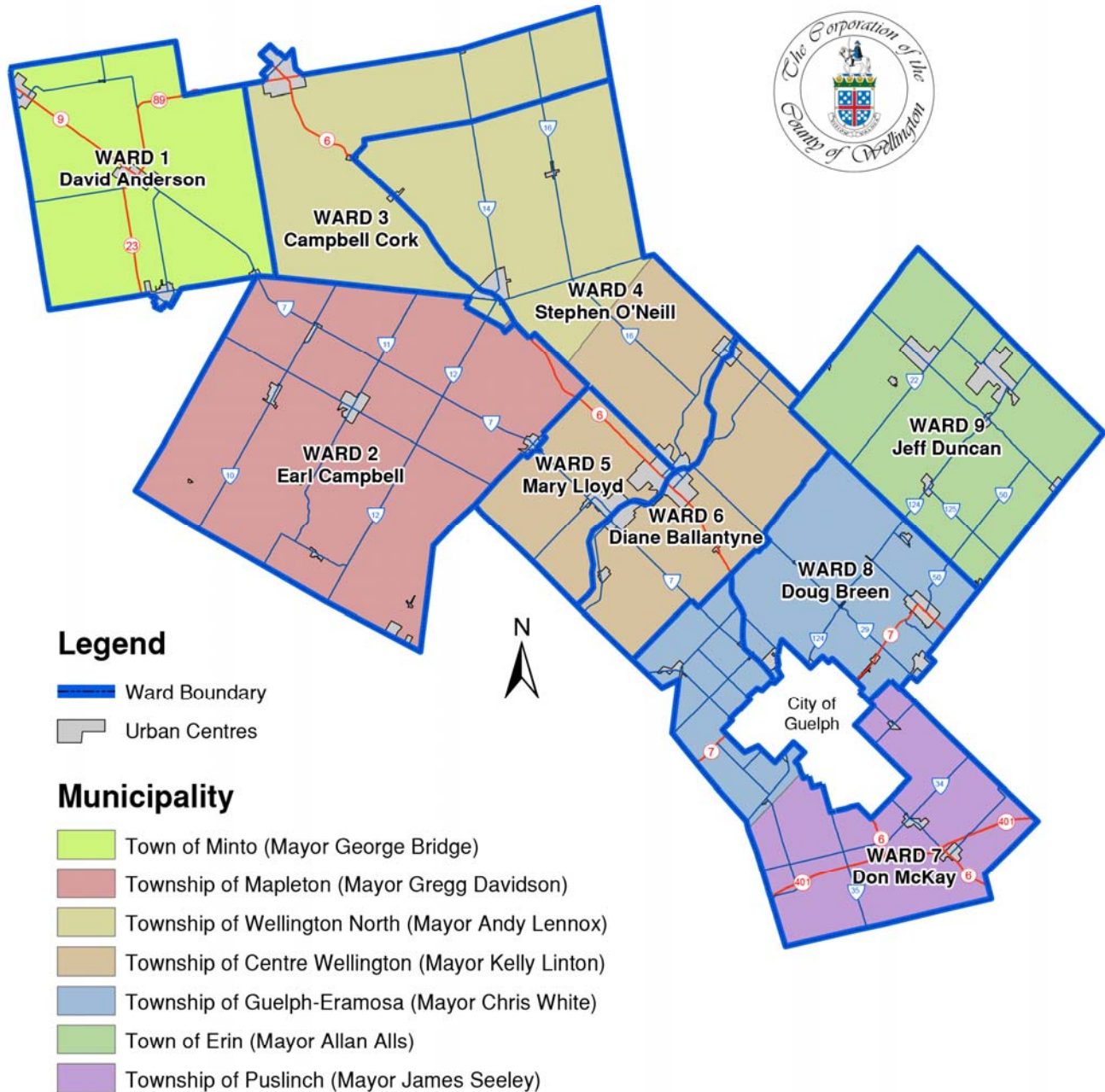
Councillor Doug Breen
County Ward 8

Councillor Jeff Duncan
County Ward 9

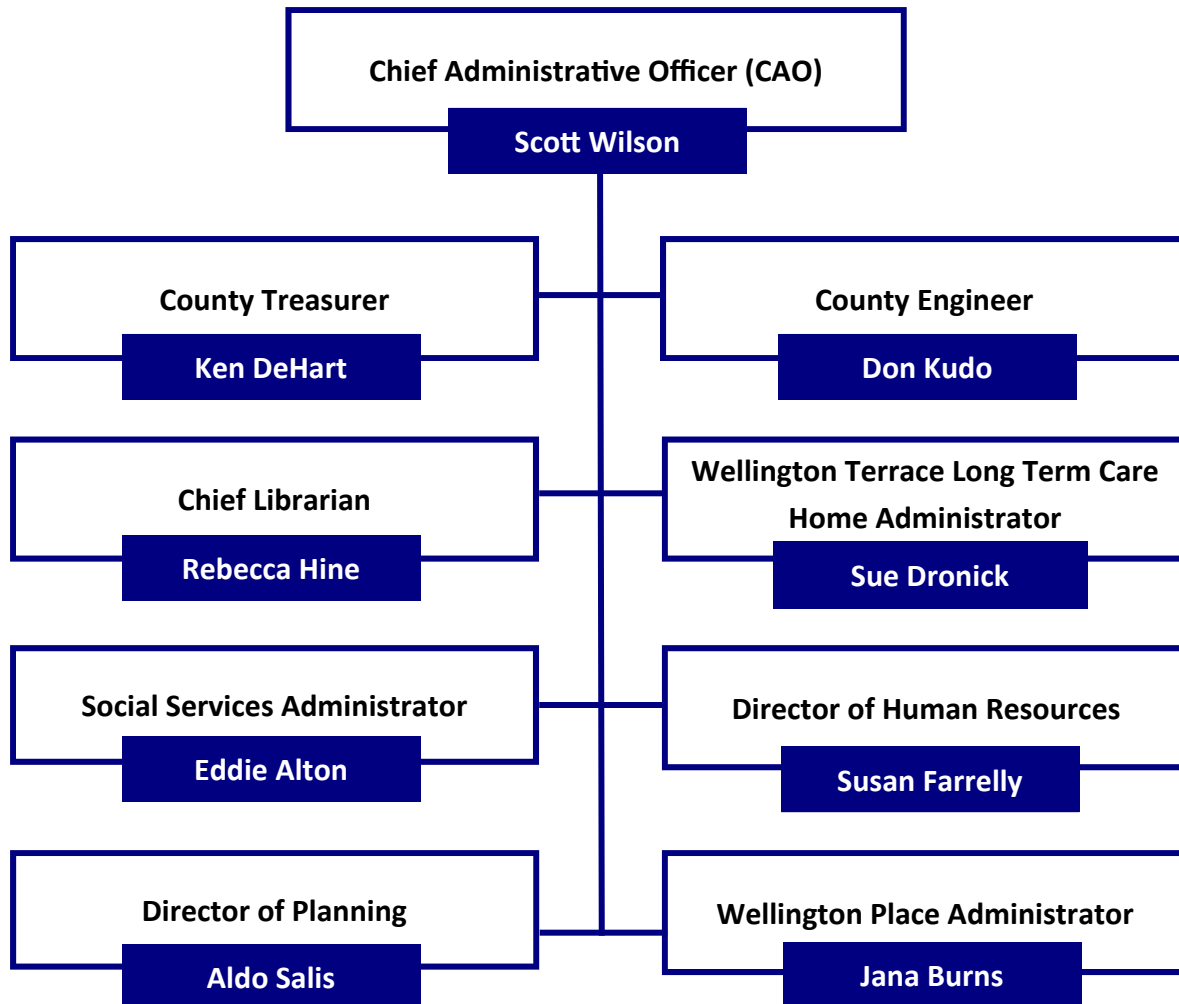


WARD BOUNDARIES

County of Wellington Ward Boundaries



ORGANIZATIONAL STRUCTURE



The County of Wellington has the Chief Administrative Officer (CAO) system of management. The CAO reports to the Warden and Council on all major initiatives and issues affecting the County. The Chief Administrative Officer attends all Council, Standing Committee, Police Services Board and Library Board meetings and provides advice and information on operations as requires. The CAO ensures that direction from County Council, its Committees and Boards is implemented in conformity with applicable County policy, and Provincial and Federal legislation and regulations.

The Chief Administrative Officer has overall responsibility for the County's operating departments. Department Heads, the County Clerk, the County Construction and Property Manager and the Communications Manager are responsible for the day-to-day operations of the departments and report directly to the CAO.

LONG-TERM FINANCIAL SUSTAINABILITY STRATEGY

THE COUNTY OF WELLINGTON'S LONG-TERM FINANCIAL SUSTAINABILITY STRATEGY APPLIES A PRUDENT AND INTEGRATED FINANCIAL PLANNING APPROACH TO IDENTIFY AND MANAGE RISKS TO THE COUNTY'S LONG-TERM FINANCIAL HEALTH. THE STRATEGY BUILDS ON EXISTING FINANCIAL PLANNING PRACTICES AND APPLIES A MORE COMPREHENSIVE AND INTEGRATED APPROACH TO RISK MANAGEMENT.

The Long-Term Financial Sustainability Strategy provides Council with a tool to help make decisions about policies, services and other significant matters that impact the financial health of the County. It is guided by a set of nine financial principles that support the three pillars of financial resiliency (financial sustainability, financial vulnerability and financial flexibility).



The Long-Term Financial Sustainability Strategy is iterative, and needs to be reviewed regularly to ensure that it accurately reflects the current position and future needs of the County. The review of the Long-Term Financial Plan incorporates budget variances, asset management needs, and programme evaluations, to ensure that County is able to deliver excellence in service provision and value for money. More information on the nine pillars of financial resiliency, as well as the ways in which are integrating the Long Term Financial Sustainability Strategy into our existing practices, can be found on the County of Wellington website.



FINANCIAL POLICIES

The following policies and processes collectively make up the comprehensive financial policy followed by the County. They are integrated into the Long-Term Financial Sustainability Strategy, and the Strategic Action Plan.

Financial Resiliency		
Financial Sustainability	Financial Vulnerability	Financial Flexibility
Budget and 10-Year Plan	Assessment Base Management Policy	Capital Budget, Lease Financing, and Debt Management Policy
Asset Management Plan	Cash and Investment Management Policy	Credit Rating Reviews
Reserves and Reserve Fund Policy	User Fee Policy and By-Laws	Maintenance of Liquidity
	Development Charges Background Study and By-Laws	



Basis of Budgeting

The budget provides for the costs of all programmes provided by the County, debt payments required during the year, capital project expenses, contributions to reserve funds, and any contingencies and provisions for tax rate stabilization. The budget also includes landfill site closure and post-closure expenses (both operating and capital) as well as a transfer to the landfill closure and post-closure reserve fund.

The County of Wellington approves its annual operating and capital budgets using the modified accrual basis of accounting. The County's annual financial statements are produced on a full accrual basis. In accordance with Ontario Regulation 284/09, the County excludes amortization (a non-cash expense) and future post-employment benefit expenses, but includes the current year's expense for eligible retired employees. The modified accrual basis of accounting provides the best measure of determining the annual tax levy requirement and a meaningful comparison of budget to actual results. Staff reconcile the budget to a full accrual basis in the annual financial report, as well as in the consolidated budget statement at the beginning of this Budget Book.

FINANCIAL POLICIES

Assessment Base Management Policy

Recognizing that the property tax is the single most important source of revenue for municipalities, it is essential that a high quality assessment base be maintained. The purpose of the Assessment Base Management (ABM) Policy is to promote greater equity, fairness and transparency of the assessment base. The ABM identifies processes, practices and guiding principles that inform the County's efforts to maintain, protect and enhance the quality of the assessment roll. This includes reviewing the accuracy of individual assessments and ultimately, ensuring the equitable distribution of the tax burden.

Balanced Budget

In accordance with s. 289 of the *Municipal Act*, the County is required not to plan for a deficit. The operating budget is balanced when all budgeted revenues equal expenditures. Any shortfalls in budgeted revenues over expenditures form part of the tax levy. The budget is monitored and controlled to strengthen year-end results and to ensure a balanced budget.

Budget Review, Approval, and Amendment Policy

The purpose of the policy is to establish the authority and process for reviewing, approving and amending operating and capital budgets, as well as to ensure that all service levels and resource commitments approved by council have appropriate funding. Wellington County Council has the final authority to approve and amend operating and capital budgets. Notification of budget approval and amendments is provided to the general public in accordance with the County's Notice Policy.

Budget Variance Reporting Policy

This policy establishes the form and timing of operating and capital budget variance reporting to all Standing Committees of Council and the Police Services Board. Variance reports are typically prepared at the end of a reporting period, and compare actual expenditures and revenues to estimates. Any major variances are typically accompanied by written explanations.

Capital Budget, Lease Financing, and Debt Management Policy

This policy establishes the principles governing the preparation of the capital budget and the financing of the County's long-term infrastructure and facility requirements. The policy also establishes the process for evaluating potential lease financing arrangements and reporting the results to Council. It ensures the long-term financial sustainability of capital project financing.

This policy also provides a debt management framework that establishes debt limits, debt structuring and debt issuance procedures in accordance with industry best practices. Procedures for Capital Projects, Capital Budget Financing, and Capital Project Reporting are also outlined.

FINANCIAL POLICIES

Cash and Investment Management Policy

This policy supports the prudent management of the County's surplus funds and investment portfolio. It aims to optimize the utilization of cash resources while maintaining compliance with statutory limitations, protecting and preserving invested capital, and maintaining liquidity to meet the County's ongoing financial requirements. The objectives for investing surplus funds are ranked as follows: (a) adherence to statutory requirements; (b) preservation of capital; (c) maintenance of liquidity; (d) diversification; (e) competitive rate of return.

Development Charges By-Law

Development charges are collected to assist in financing capital projects required to meet the increased need for services resulting from growth and development and are collected in accordance with by-law numbers 5523-17 and 5590-18.

Property Tax Policy

The County approves an updated property tax policy document annually in accordance with the Municipal Act. Annual property tax decisions establish the level of taxation for the various classes of properties including tax ratios, discounts, and rates. The policy includes tax relief programmes including those for low-income seniors and disabled persons, charitable tax rebate programme and exemptions for legion properties. It also establishes capping options on multi-residential, commercial and industrial properties.

Purchasing Policy

The objective of the Purchasing Policy is to achieve consistency, efficiency and competitiveness in the procurement of goods and services.

Reserve and Reserve Funds Policy

This policy establishes the principles regarding the creation, funding, use and closing of reserves and reserve funds. The policy ensures that reserves and reserve funds are used strategically to mitigate significant increases in tax rates; provide financing for extraordinary expenditures; ensure adequate and sustainable cash flows; make provisions for the replacement and renewal of assets; provide funding flexibility and reduce reliance on long-term debt; sets aside funds for future liabilities incurred in the current year but paid for in the future; and segregates funds received for a specific purpose.

User Fee Policy

This policy provides a framework to ensure a consistent approach for establishing user fees, and to improve consistency, transparency, efficiency and accountability in establishing and managing fees.

Year-End Accounting Policy

This policy provides principles governing the funding and allocation of the County's year-end financial position, and promotes a long-term approach to the use of surplus operating funds.

BUDGET PROCESS

The County of Wellington begins the budget process in the fall of each year with County departments submitting major ten-year operating budget items, draft ten-year operating forecasts and proposed user fees to the Treasury Department. The Treasury Department then prepares a Preliminary Budget and Ten-Year Forecast of the Operating Budget, Tax Rates, and Capital Budget.

After several reviews, the County holds a special meeting of County Council in early January to review the ten-year plan and the budget. Throughout January, Committee and Board reviews of the budget and ten-year plan takes place. The Administration, Finance, and Human Resources (AF and HR) Committee has the responsibility for reviewing all budget recommendations from other Standing Committees and the Police Services Board, and has the sole responsibility for recommending budgets and budget amendments to County Council. The process ends by late January, with the final Council review and approval of the budget and ten-year projection. The approved budget is a product of all the hard work performed by staff and Council and the County of Wellington.

Description	Deadline / Date
Treasury staff update 10 year plan model and salary model	Summer 2020
Departments submit major 10 year operating budget items, draft 10 year capital forecasts, and propose 2019 user fees to Treasury	September 11, 2020
Special Council Meeting – Budget Update Related to COVID-19	September 14, 2020
Staff Advisory Committee review of preliminary 10 year plan	Early October 2020
Preliminary 10 year plan completed	Late October 2020
Staff develop detailed 2021 operating budgets	October—November 2020
Preliminary 10 year plan and 2021 user fees reviewed by all Standing Committees and Boards	November 2020
AF and HR Committee review of preliminary 10 year plan and 2021 user fees	November 17, 2020
County Council adopts 2021 user fees and receives 10 year plan for information	November 26, 2020
CAO and Department Head review of budgets	December 2020
Special meeting of County Council to review the 10 year plan and 2021 budget	January 11, 2021
Committee and Board review and approval of 2021 budgets and 10 year plan	January 2021
AF and HR review of budget and 10 year plan and recommendation to Council	January 19, 2020
Council review and approval of 2021 budget and final 10 year projection	January 28, 2021

BUDGET PROCESS

Public Input

The general public has many opportunities to ask any questions and express their ideas or concerns, as all Committee, Board, and Council meetings are open to the public to attend. Prior to any open meetings, notification of the meeting as well as the meeting agenda are posted on the County of Wellington website. A critical step in the budget process is the special meeting of the County Council to review the proposed budget as well as the Ten-Year Plan. This meeting is open to the public, allowing for considerable transparency and providing a complete picture of the proposed County budget to the public.

Budget Amendment Procedures

1. The Standing Committees and Police Services Board make recommendations to the AF and HR Committee regarding budget amendments for the services under their direct jurisdiction.
2. The AF and HR Committee reviews and may return for more consideration, budget amendments from the Standing Committees and the Police Services Board; the Committee also reviews budget amendments for departments and services under its direct jurisdiction.
3. The AF and HR Committee recommends all budget amendments to County Council.

Operating Budget

The Operating Budget is amended only under exceptional circumstances which require a change to the County tax rate. All other deviations from the originally approved budget are treated as in-year variances and reported to Council in accordance with the Budget Variance Reporting Policy, and are not subject to the public notification provisions of Section 291 of the *Municipal Act*.

Capital Budget

Refers to any adjustments made to the proposed expenditures and sources of financing for capital works. This would typically occur at the time project tenders are awarded. At the time of tender, the Department Head in conjunction with the Treasury Department will prepare a capital project expenditure and financing schedule. This will identify all expenditures and sources of financing.

2021 BUDGET AND 10-YEAR PLAN



BUDGET OVERVIEW

County Council adopted the 2021 budget on January 28, 2021. The budget addresses additional services, needs and supports within the community and local economy as a direct result of the ongoing global pandemic. The budget continues the County's commitment of investment in local infrastructure such as roads, bridges and public works facilities, local hospitals, ambulance stations, the development of Riverstown Landfill, a new Erin Library and a commitment to rural broadband. Service enhancements include improvements to ambulance and child care.

Highlights include:

- Full year of curbside collection contract changes which provide a number of new and enhanced services for County residents, including weekly recycling and organics collection, bi-weekly garbage collection, collection on both sides of the road in urban and rural areas and monthly Leaf and Yard Waste collection for April through November
- Planning for the opening of Phase II at the Riverstown Landfill
- Additional resources at the Wellington Terrace Long-Term Care Home to provide improved resident care during the COVID-19 pandemic
- Investment in roads capital infrastructure and facilities over the next ten years, including \$33.7 million for facility upgrades to fund the replacement of the Arthur, Erin, Brucedale, Harriston and Aberfoyle public works facilities throughout the forecast
- Begin planning and initiate the property acquisition for the new Erin library branch
- SWIFT 2.0 Implementation: to complete the gigabyte fibre optic broadband buildout, a municipal contribution of \$4.0 million over five years
- The COVID-19 Business Recovery Fund which provide one-time funding of \$200,000 to assist local businesses in the recovery from COVID-19

	2021	2022	2023	2024	2025
County Tax Levy (\$000's)	\$108,828	\$114,570	\$120,463	\$126,944	\$133,221
Residential Tax Impact	1.2%	4.2%	4.1%	4.3%	3.9%
	2026	2027	2028	2029	2030
County Tax Levy (\$000's)	\$139,787	\$146,119	\$152,576	\$159,824	\$167,401
Residential Tax Impact	3.9%	3.5%	3.4%	3.7%	3.7%

Financial Summary and Statistics

2021 Operating Budget	2021-30 Capital Budget Forecast
<ul style="list-style-type: none"> • Operating expenditure = \$231.8 M • 2021 Tax levy = \$108.8 M • County tax impact = 1.2%, which results in an increase of 0.65% on the average residential property tax bill • Residential tax impact per \$100,000 of assessment = \$8 	<ul style="list-style-type: none"> • Total 2021 capital investment = \$34.4 M • Total 10-year capital investment = \$441.1 M • New debt issues = \$48.5M over ten years, including \$27.0M for roads projects, \$2.4M for Solid Waste, \$2.0M for a new Erin Library and \$17.1M for Admin Centre Expansion • Total debt outstanding peaks at \$54.3 million in 2028

BUDGET OVERVIEW: CHALLENGES

Challenges Facing Wellington

Wellington County is facing challenges common to many rural municipalities including: inconsistent financial support from upper levels of government, infrastructure renewal requirements with a large geographic area and low population density, and a changing demographic profile. The County is committed to delivering services that residents have come to expect, while meeting long-term objectives for infrastructure maintenance and investment in growth.



County Council and staff are taking a proactive approach to addressing these challenges. Solutions will require working with the federal and provincial governments to deal with structural policy issues. The County has adapted to some of the challenges internally, and are taking proactive measures to protect our residents and businesses.

Challenge: Providing the Highest Level and Best Quality Services

Wellington County, like many other rural municipalities, must self-fund the farm tax rebate and the conservation land exemption governed by the province. These programmes were previously shared among all citizens of Ontario. The Community Reinvestment Fund (CRF) and its replacement, the Ontario Municipal Partnership Fund (OMPF) were created to help offset these costs to rural municipalities. Since 2012, the County's OMPF funding has dropped by over 77% or nearly \$3.6 million, which has been supplemented by increases in the County property tax levy.



Solution: Budgetary Adjustments

The 2021 Budget incorporates a further 15% drop in OMPF funding from 2020 (\$192,200). Council and staff have built the declining OMPF funding into our forecast and have been able to offset these decreases by finding operational efficiencies and other savings to the extent possible. Also helping to partially offset the drops in OMPF funding is the upload of social assistance costs to the province.

FARM TAX REBATE

What is it?

Prior to 1998, properties assessed as farmland paid 100% of their assessed property tax and then filed an application to receive a 75% rebate, paid directly by the province.

Since 1998, the tax ratio for farmland was changed to 0.25, meaning that landowners pay property taxes on only 25% of the assessed value of their property.

The remaining 75% is shared by all other property classes in rural municipalities, and makes up the farm tax rebate. Under the old system, this cost would have been shared province-wide through income taxes.

Implications for Rural Municipalities

The Ontario Municipal Partnership Fund (OMPF) was supposed to cover the cost of the farm tax rebate through a grant programme for rural municipalities.

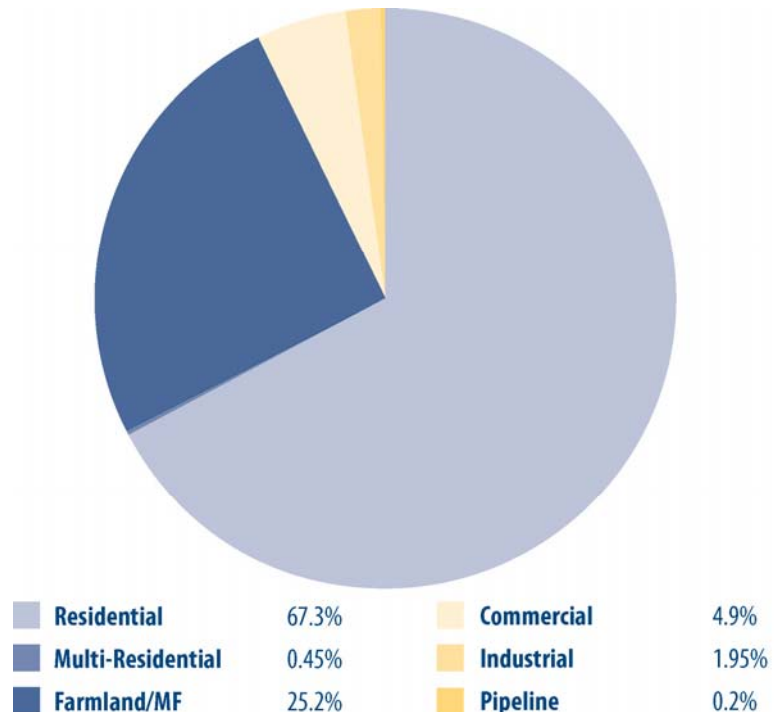
The shift in taxes from farmland assessment to other property taxes is worth approximately **\$44.2 million per year**.

Wellington and its member municipalities now receive only **\$6.5 million in OMPF funding** annually.

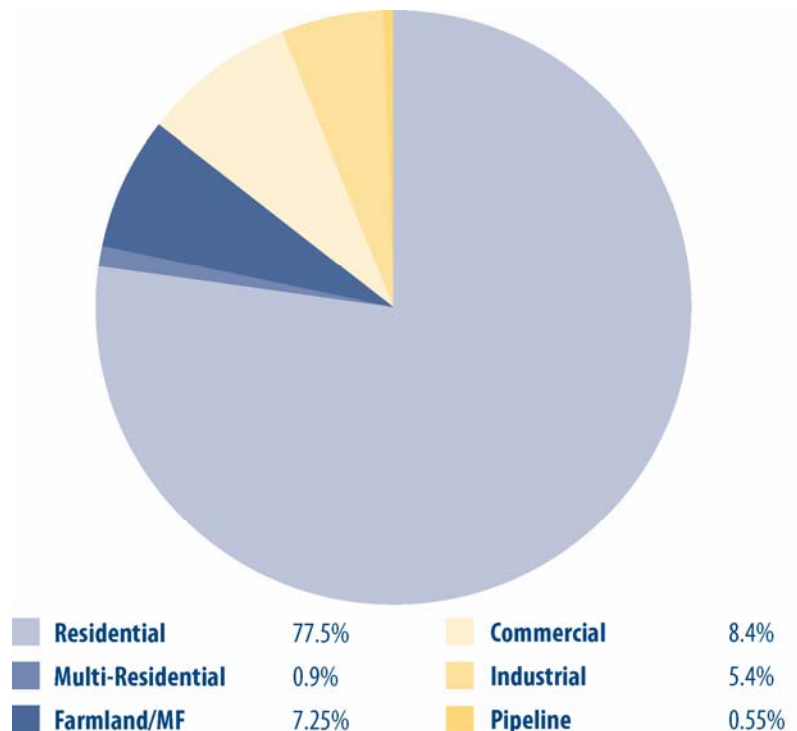
The difference of roughly **\$37.7 million** is shifted onto other property classes. This works out to an average cost of **\$1,187 per non-farm property owner** to fund the farm tax rebate.

Urban municipalities, including those that border Wellington, do not share in this cost to the same extent. This creates challenges for Wellington to have comparable property tax rates to our urban neighbours.

2021 UNWEIGHTED ASSESSMENT BY CLASS (Share of Property Values)



2021 WEIGHTED ASSESSMENT BY CLASS (Share of Property Taxes)



BUDGET OVERVIEW: CHALLENGES

Challenge: Maintain service levels and provide added support through a Global Pandemic



On March 12, 2020, the World Health Organization declared COVID-19 a global pandemic. Operations across all County departments have been affected by the pandemic and will continue to see challenges throughout 2021.

The County of Wellington and its member municipalities were faced with an unprecedented new environment in which to continue to provide services to County residents that is both safe for residents and employees. In addition, some residents and local businesses have faced economic challenges and have required financial support throughout the pandemic.

Solution: Improved safety measures, modifications to services and community support

The County has provided a safe environment for residents and employees at our facilities by providing personal protective equipment (PPE), plexiglass barriers at library locations, additional cleaning as well as capital investment in air quality improvements at all public facilities.

In order to assist with our most vulnerable members of society, County staff were redeployed to the Wellington Terrace Long-Term Care Home to increase screening for entrance to the building. In 2021, the budget includes funding to continue these efforts with temporary staff added for additional screening and cleaning at the home.

The County and its member municipalities provided support to our residents by waiving penalties for late property tax payments for up to 60 days in 2020, we doubled the property tax rebate for low-income seniors and persons with disabilities and County Council kept the property tax increase to 1.2%, well below the rate of inflation.

Support was provided to County businesses through the Keep Well Emergency Business Sustainability Fund that was established to provide low-interest loans to local businesses that were negatively impacted by the COVID-19 pandemic. The County budget also includes \$200,000 for a COVID-19 Business Recovery Fund to support local businesses through the County's Business Retention and Expansion programme.

The County and its local municipalities are now supporting Public Health with the vaccination effort by securing and supplying adequate facilities and redeploying County staff to ensure residents get vaccinated as quickly as possible.



BUDGET OVERVIEW: CHALLENGES

Challenge: Planning For, and Providing, the Best Physical Infrastructure



Wellington County has a land area of 2,600 km² and a population density of 37.0 per square kilometer. Since our population is spread out over a larger geographic area, more infrastructure is required to connect the County, and the maintenance of this infrastructure is funded by fewer people than in more urban centres. Further, private investment in infrastructure, such as fibre optics, is not always possible as the return on investment is not as high as in more populous regions.



Solution: Connecting People and Managing Assets

County Council has committed an additional \$4.0 million on top of a prior \$900,000 amount over the next five years to continue the Southwestern Integrated Fibre Technology (SWIFT) project. In 2016, the Federal and Provincial governments announced \$180 million in funding to support the total project cost of \$281 million. This investment will continue to expand access to broadband by delivering fibre optic coverage to rural communities and ensure that Wellington County remains a competitive place to work and do business.

The County owns and operates approximately \$1.2 billion in assets that deliver continued services to the community, and is responsible for the maintenance of these assets. Wellington's large amount of infrastructure and relatively low population density makes it critical for the County to plan ahead for its infrastructure requirements.

Municipalities own over 60% of all public infrastructure and receive only nine cents of every tax dollar collected. This places pressure on the County to fund infrastructure improvements with limited finances. Building and maintaining infrastructure is a key objective for the County, and is achieved by applying sound asset management practices, taking inventory of what the County owns, conducting regular inspections, prioritizing work needs, preparing appropriate asset renewal projections and programmes to address renewal needs, and monitoring and reporting on projected asset conditions. To that end, the County is developing a detailed Asset Management Plan. Additionally, the 2021 Budget and Ten-Year Plan includes \$441.1 million for infrastructure-related capital requirements over the next 10 years.

To offset some of the pressure faced by municipalities in addressing the infrastructure funding gap, the province continues the Ontario Community Infrastructure Funding (OCIF) in 2021. The County's allocation under this programme is \$1,863,466 in 2021. This programme is under review for future budget years. The County will advocate that this funding continue so that the funding is targeted to important infrastructure investments to address the infrastructure deficit.



BUDGET OVERVIEW: CHALLENGES

Challenge: Changing Demographics

Canada's demographics are changing over time, as the Baby Boomer generation enters retirement. An aging population increases the demand for a range of County services including access to hospitals, paramedics, public health, long-term care and affordable housing. Aging demographics and hospital infrastructure puts pressure on the County to renew and expand its three hospital facilities to keep pace with current and future demands and remain economically competitive.



Despite not being a traditional municipal funding responsibility, the Ministry of Health requires that local communities financially support redevelopment costs. Currently the province covers 90% of the costs of "bricks and mortar," but requires the community to make a 10% contribution to redevelopment costs and to cover all equipment, technology, land purchase, servicing, and roads development.



Solution: Improve Healthcare Facilities and Ambulance Response Times



2021 marks the final year of the 2008 \$5 million commitment to the redevelopment of Groves Memorial Hospital in Fergus. The County and Hospital agreed to use this grant for the purchase of land, site servicing and the construction of the infrastructure necessary for the new facility. In addition, the County funded \$9.4 million over 2014-2020 to support all three county hospitals: Groves Memorial Hospital in Fergus, Louise Marshall Hospital in Mount Forest and Palmerston and District Community Hospital for a total commitment to hospital funding of \$14.4 million.

The County has completed an initial design and costing for the development of a Continuum of Care retirement community campus at Wellington Place, the site of the Wellington Terrace, which is the County's long-term care home. The plan involves developing additional facilities to create a campus lifestyle, and includes assisted living, supportive and affordable housing, as well as life lease properties for seniors. Work continues to advance this important project.

The County is also working toward improving ambulance response times. The City of Guelph is the delivery agent of Land Ambulance services in Guelph and Wellington County. An Ambulance Master Plan has been completed, which forecasts significant increases in demand for services and presents opportunities for response time improvements within the County by relocating and rebuilding some of the ambulance station facilities. The County has conducted an Ambulance Station Feasibility Study to determine optimal locations and budget requirements. The County's capital forecast includes a proposal to build five new ambulance stations, and a sixth facility outside the forecast, and lease them back to the City. Timing of construction is awaiting Provincial announcements for this service.

BUDGET OVERVIEW: CHALLENGES

Challenge: Climate Change and Environmental Concerns

The window for avoiding serious impacts of climate change is shrinking. Predicted changes in climate in Wellington County include increases in average annual temperature with more extreme temperature (>30°C) events, increase in annual precipitation with increased intensity and frequency of rainfall events and increases in extreme rainfall events. These changes may lead to low crop yields due to damage from extreme and intense weather events, damage to municipal infrastructure due to increased frequency of the freeze-thaw cycle, reduced health of streams and lakes due to increased runoff of



nutrients, sediment and contaminants, loss of winter outdoor recreation opportunities and increased power outages and service disruptions. Our challenge is to reduce our contribution to global greenhouse gas emissions, build resilience to impacts of climate change and prepare for the transition to a low carbon economy to continue to provide the highest level and best quality services to the community.



Solutions: Climate Change Mitigation Plan, Organics Collection, Green Legacy Programme

In February 2021, County Council endorsed Future Focused – a climate change mitigation plan for the County of Wellington. The plan examines the County's and community's sources of greenhouse gases that contribute to climate change and presents actions for greenhouse gas reduction. Specifically, the plan focuses on contributions from solid waste, transportation, street lighting, building operations and agriculture. Recommendations build off existing County initiatives including Green Legacy Programme, Rural Water Quality Programme, Organics Collection and Asset Management. The plan seeks to support the community through the transition to net-zero in 2050 in alignment with the goals of the Federal Government. Short-term targets of reducing community emissions by 6% and Corporate emissions by 10% from 2017 levels by 2030 have been established to set us on a pathway to achieve this longer-term goal.

The challenge ahead signals a new way of living and doing business. One that is inclusive, equitable, safe and clean. The opportunities through the transition to a net-zero community are vast. It will take our collective efforts to meet this challenge and the County is proud to lead this charge.



BUDGET OVERVIEW: CHALLENGES

Challenge: Extremely Low Assessment and Property Taxes Received from the Aggregate Industry

In 2016, Municipal Property Assessment Corporation (MPAC) and the Ontario Stone, Sand, and Gravel Association (OSSGA) came to an agreement to settle legacy appeals from the 2009-16 taxation years. This came as a result of successful lobbying efforts made by the industry to the provincial government to exempt the assessment of aggregate within the lands for property tax purposes. MPAC and the OSSGA also agreed upon a new formula to determine assessments for the 2017-20 taxation years. The COVID-19 pandemic has delayed the reassessment period meaning that the new formula is also in place for the 2021 taxation year.



This has resulted in unprecedented taxation losses to the County and its member municipalities. Wellington County municipalities lost more than \$6 million in property tax write-offs and legal fees as a result of the settlements in 2016. The County and its local municipalities also lost significant amounts from the taxable assessment base. It is estimated that Wellington County municipalities have lost more than \$700,000 in annual municipal taxes as a result of this new formula. This results in a shift in tax burden from the aggregate industry onto other types of properties in the County, with residential taxpayers picking up the lion's share.



Wellington County municipalities are now facing a situation where a 94-acre gravel pit in Puslinch is paying less annual property taxes than hundreds of single family homes in that municipality. Gravel pits directly adjacent to other industrial properties of similar size pay approximately 3% of taxes in comparison to their neighbours. This creates a great deal of inequity among property taxpayers.

Solution: Assessment Base Management

A gravel pit or quarry licensed in Wellington County now becomes an immediate financial burden to the municipality and results in a direct subsidization of that business by other property tax classes, primarily residential. Wellington County Council and staff are committed to the fair and equitable treatment of all of their ratepayers and will aggressively pursue this matter until a fair and equitable settlement is reached.

County Council approved a new Assessment Base Management (ABM) Policy and programme in November 2016. This programme includes a number of processes that structure the County's deliberate efforts to maintain, protect and enhance the quality of the assessment roll. It is designed to ensure that the County and its member municipalities have access to all of the tax revenue to which they are entitled, and to promote greater equity in the property tax system by ensuring that every ratepayer is paying their fair share—no more, no less. It is important for the County and its member municipalities to be involved with managing the assessment base and to work with MPAC on a regular basis.

EXECUTIVE SUMMARY - OPERATING BUDGET

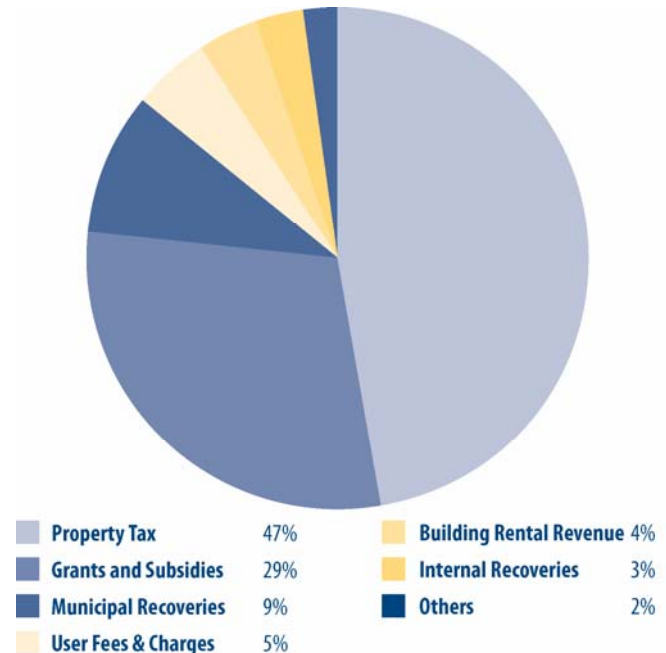
2021 Operating Budget Revenues

\$231.8 Million

Property taxes make up 47% of the County's revenues, followed by grants and subsidies totalling 29%.

Municipal recoveries amounting to 9% are the next largest revenue source for the County.

2021 OPERATING BUDGET REVENUES



2021 County Property Tax

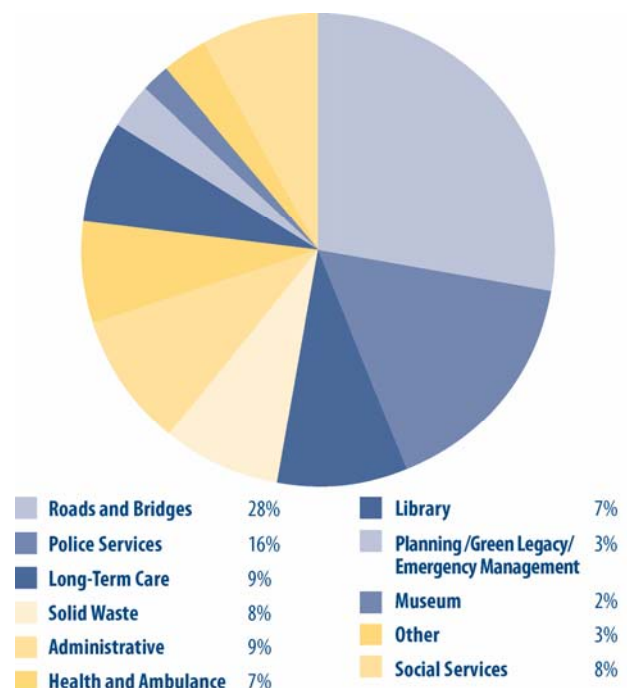
Requirement

\$108.8 Million

Property taxes remain the County's largest and most important source of revenue. Over 44% of property tax dollars go to two services: roads and policing. Social services, long-term care, solid waste services and health and ambulance services make up another 32%.

All other services including the County library system, museum and archives, planning, green legacy and emergency management, and administration make up the remainder.

2021 COUNTY PROPERTY TAX REQUIREMENT



OPERATING BUDGET - REVENUE SOURCES

County revenues are estimated based on federal/provincial funding announcements, estimated caseload and service levels (grants and subsidies) as well as adherence to cost sharing agreements for shared services with the City of Guelph (municipal recoveries). Rental revenues are based on rent-gear to income subsidy calculations for our social housing tenants and lease agreements with the province. Resident co-payment fees at our long-term care home are based on standards provided by the Ministry of Health and Long-Term Care. The following are major revenue sources for the County of Wellington:

Grants and Subsidies

Grants and subsidies anticipated to be received by the County in 2021 total just over \$67.5 million. Most of the subsidies received (\$54.8 million) are for the delivery of social services (Ontario Works, Child Care, Housing and Affordable Housing) as well as subsidies for operating the County's long-term care home, the Wellington Terrace (\$9.5 million). Much of the subsidies received for Social Services are received for services in the City of Guelph (\$42.8 million) for which the County delivers these programmes on their behalf in its role as Consolidated Municipal Service Manager (CMSM). This means that the County-only portion of these grants is \$12.0 million. Smaller grant and subsidy amounts are received for police, solid waste services, libraries and museum as well as the Ontario Municipal Partnership Fund (OMPF) grant. Other grants are received on a case-by-case basis.

Municipal Recoveries

The bulk of municipal recoveries (over \$21.3 million annually) are received from the City of Guelph for their share of Ontario Works, Child Care Services and Social Housing operating programmes (\$19.8 million). As well as \$266,400 estimated net fine revenue from the POA court services administered by the City of Guelph. A smaller amount of revenue is received from other municipalities (\$939,300) mainly for roads maintenance activities on boundary roads. Smaller recovery amounts are received for planning services and library agreements with neighbouring municipalities.

Building Rental Revenue

Most of the County's building rental revenue is from tenants of the County's directly owned social housing units. Other building rental revenue consists of agreements with the province for the rental of the Courthouse, Crown Attorney's office and space for Provincial OPP officers at some of the County's directly owned OPP stations.

User Fees and Charges

Primarily consist of resident co-payment fees at the Wellington Terrace (\$4.8 million), curbside user pay bag fees (\$1.9 million) and tipping fees at County landfill sites and transfer stations (\$1.7 million). Other user fees include parent fees for the provision of child care (\$1.2 million) at the County's five directly operated child care centres, planning and land division application fees (\$0.9 million), and solar panel revenues (\$0.2 million).

Other Revenue

Other revenue primarily consists of interest earnings on the County's long-term investment portfolio.

OPERATING BUDGET - EXPENDITURES

2021 Operating Budget Expenditures - \$231.8 million

Salaries, Wages and Benefits

Consists of compensation costs for the County's over 800 employees. This includes overtime, shift and standby premiums, vacation pay, clothing allowances as well as the County's share of employee paid benefits.

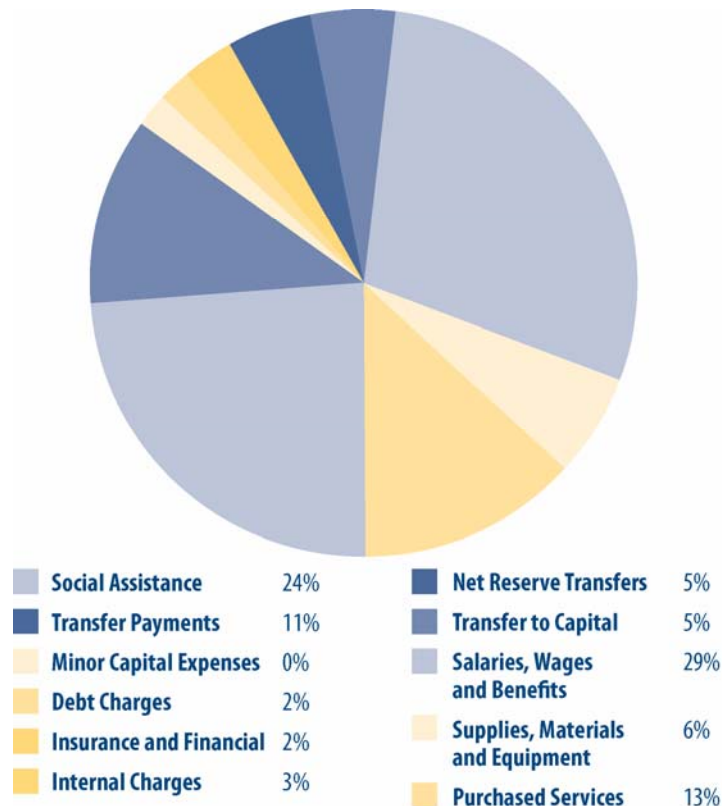
Supplies, Materials and Equipment

Includes the purchase of tangible supplies, materials and equipment for the provision of services within County departments. Major items include sand, salt and de-icer expenses; parts and fuel for County vehicles and equipment; food purchases at the County's long-term care home; operating supplies for directly-operated child care programmes; purchase of library circulation materials; computer hardware; and furniture, fixtures and equipment at County facilities.

Purchased Services

Includes contracted services paid to external agencies and organizations. Major items include professional and legal fees; property assessment; recyclables processing; curbside collection; maintenance services for County and housing facilities; software and hardware maintenance and licencing; utilities and taxes; as well as building rental costs.

2021 OPERATING BUDGET EXPENDITURES



OPERATING BUDGET - EXPENDITURES

Social Assistance

Payments made to social services clients, community agencies and providers for income support; provision of child care services and social housing.

Transfer Payments

Consists of payments made to the province or provincial agencies, other municipalities for service delivery as well as grants to individuals and organizations. Major items include the Ontario Provincial Police (OPP) contract; mortgage payments to the province for social housing units; the Land Ambulance contract with the City of Guelph; payments to the Wellington-Dufferin-Guelph Public Health Unit; Rural Water Quality grants; and grant programmes for our member municipalities for Economic Development, Accessibility, and Local Trails.

Insurance and Financial

Includes building, equipment, vehicle and liability insurance for County facilities, officials and interests as well as accruals for short-term disability and WSIB self insurance. Financial expenses include provisions for property tax and general write-offs; collections expenses; bank charges and interest; debt issuance; and retailer compensation for the sale of user-pay bags.

Minor Capital Expenses

Includes building and facility upgrades of a one-time nature that don't meet County capital thresholds; roads and bridge repairs of a minor nature, guide rails and traffic related studies.

Debt Charges

Principal and interest payments for the County's long-term debt. Includes amounts for both tax and growth supported debt. More information on County debt and debt servicing charges can be found on pages 60-61.

Internal Charges

Internal service and corporate allocations for the provision of services to other County departments. Major items include roads equipment charges; tipping fees and user pay bags; allocations within social services for appropriate contract provisions; and central administration charges to social services and long-term care in accordance with existing agreements.

Transfers to/from Reserves and Capital

Since the County budgets on a "fund accounting" basis; these transfers encompass transfers to and from the County's operating, capital and reserves and reserve funds. Each fund has its own assets and liabilities and raises or is granted its own money for its own purposes and records its own expenditures. The transfers end up balancing out within all funds. Separate fund accounting provides for an increased level of control over the assets of the fund so that assets aren't inadvertently used for another fund.

SUMMARY OF STAFFING BY DEPARTMENT

2020 Staffing Adjustments

Annualization of positions approved in 2020 budget.

Temporary Adjustments due to COVID-19

Property: Additional cleaning hours

Long-Term Care : Additional Registered Nurse hours, additional swabbing hours, Terrace Aide part-time and full-time hours for screening

Staffing Changes for 2021

Treasury: a new Accounting Analyst - Social Services / Long-Term Care

Green Legacy: Lead Hand position changes from part-time to full-time

Property: a new Property Services Coordinator (contract), and Property Maintenance Worker

Child Care: Two new Children's Early Years Resource Consultants, a Children's Early Years Master Trainer, and a Children's Early Years Pedagogical Leader

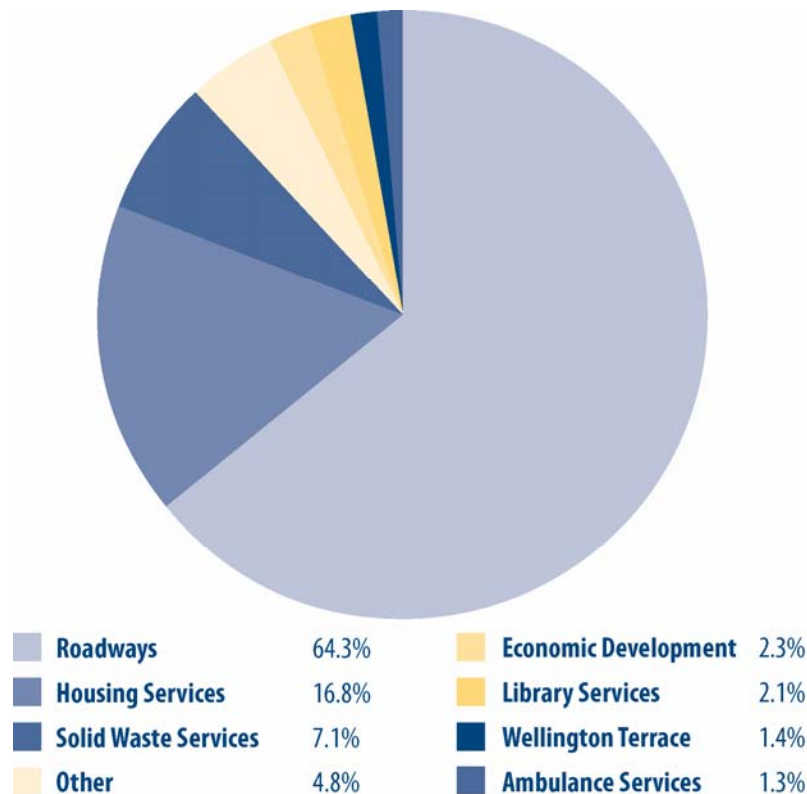
Department	Total FTEs			Change 2020-2021
	2019	2020	2021	
Office of the CAO/Clerk	33.6	34.6	34.9	0.3
Economic Development	6.0	7.0	7.0	0.0
Treasury	15.4	16.1	18.2	2.1
Human Resources	14.3	12.3	12.3	0.0
Property	11.6	12.4	15.1	2.7
Police	2.1	2.1	2.1	0.0
Roads Admin	7.0	8.5	9.0	0.5
Roads Field	60.7	60.2	60.2	0.0
Solid Waste	30.9	29.9	29.9	0.0
Planning	16.8	17.5	17.5	0.0
Tree Nursery	7.9	7.9	8.2	0.3
Emergency Management	3.3	3.7	4.0	0.3
Museum	18.7	18.7	18.7	0.0
Library	58.9	59.7	59.7	0.8
Ontario Works	69.1	69.3	69.4	0.1
Child Care	80.7	91.1	94.0	2.9
Housing	45.0	46.8	47.3	0.5
Long-Term Care	198.5	208.1	214.0	5.9
Total	680.5	706.0	721.6	15.6

SUMMARY OF STAFFING BY DEPARTMENT

2021 Staffing Summary				
2020 Approved staff complement (expressed as full-time equivalents)	706.0			
Annualization of positions approved in the 2020 budget	2.9			
2020 In-Year Staffing Adjustments	FTE	Gross Cost (Sal & Ben.)	Other Funding / Savings	Net County Cost
Asset Management Analyst and GIS Technician, Asset Management	1.2	108,800	(108,800)	-
Long-Term Care: Neighbourhood Assistant (accommodation position)	1.0	73,200	-	73,200
Temporary Adjustments due to COVID-19				
Property: Additional cleaning hours	0.7	38,600	(38,600)	-
Long-Term Care: Additional Registered Nurse hours	0.8	73,000	(73,000)	-
Long-Term Care: Additional swabbing hours	0.1	14,000	(14,000)	-
Long-Term Care: Terrace Aide PT and FT hours for screening	3.6	187,800	(187,800)	-
Total 2020 In-Year Staffing Adjustments	7.3	\$386,600	\$ (313,400)	\$ 73,200
Adjusted 2021 Staff Compliment	716.2			
2021 Proposed Staffing Changes	FTE	Gross Cost (Sal & Ben.)	Other Fund-ing / Savings	Net County Cost
Property: Property Services Coordinator (contract), Property Maintenance Worker	2.0	141,000	(79,600)	61,400
Child Care: 2 Children's Early Years Resource Consultants, Children's Early Years Master Trainer, Children's Early Years Pedagogical Leader	2.7	243,500	(243,500)	-
Green Legacy: Lead Hand from PT to FT	0.3	18,200	-	18,200
Treasury: Accounting Analyst - Social Services / Long-Term Care	0.5	50,300	(27,100)	23,200
Proposed changes to Staff Complement	5.4	\$453,000	\$(350,200)	\$102,800
2021 Proposed Staff Complement (full time equivalents)	721.6			

EXECUTIVE SUMMARY - CAPITAL BUDGET

2021 CAPITAL EXPENDITURES BY DEPARTMENT



Other includes: Planning, Emergency Management, Museum, County Property, Ontario Works, CAO and Clerks, Police and Provincial Offences Act Administration.

2021 Capital Budget and Ten-Year Forecast

The County's 2021 capital budget totals \$34.4 million. The County's investment in its roadway network and social and affordable housing make up 81% of the current year's capital budget. Of the current year's capital budget, 56.7% is funded through current revenues and reserves. The remainder is funded through Federal Gas Tax, Ontario Community Infrastructure Fund (OCIF) and other provincial subsidies, municipal recoveries, development charges and growth related and tax supported debentures.

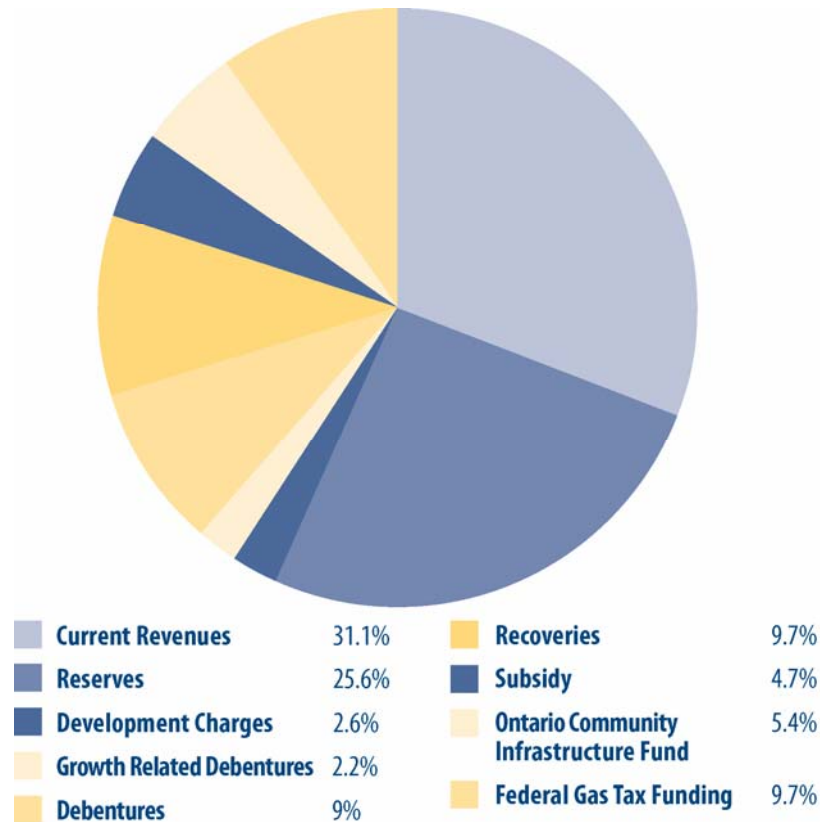
Major capital projects for the current year include:

- \$22.1 million in its existing network of roads, bridges, culverts and roads related equipment and facilities.
- \$5.8 million in capital repairs and enhancements within its social and affordable housing units.
- \$2.4 million for the installation of a leachate collection system to prepare for the phase 2 filling area of the Riverstown Landfill.
- \$800,000 in each of the first five years of the plan for a total investment of \$4 million in the SWIFT 2.0 Implementation project.

The Ten-Year Capital Plan invests \$441.1 million in infrastructure and equipment. This includes the construction of five ambulance stations, the development of Riverstown landfill, construction of a new Erin library branch, further investment in social housing and roads including \$34.7 million to complete the design and construction of four public works facilities.

CAPITAL BUDGET - FUNDING SOURCES AND CASH FLOW

2021 CAPITAL FUNDING SOURCES



2021 Estimated Capital Cash Flow (in \$M)			
Capital Projects Carry-Forward from 2020 (A)	2021 Capital Budget (B)	Total Capital in 2021 (A+B)	2021 Projected Cash Flow
\$31.1	\$34.4	\$65.5	\$39.3

The table above shows the County's estimated projected cash flow for 2021.

Major capital projects can take years to complete and projected capital expenditures relate to work in process from previously approved capital budgets as well as current year spending.

Adequate financing is in place to fund the 2021 projected capital cash flow of \$39.3 million.

CAPITAL BUDGET: FUNDING SOURCES

The County of Wellington's capital budget and ten-year plan is supported by several sources of revenue, which include current revenues (tax support from the operating budget), reserves, recoveries from other municipalities, federal gas tax, provincial subsidy, and development charges. Capital revenue sources are described below.

Current Revenues

Current funding is raised through the property tax levy. To the greatest extent possible, the net County share of capital works will be funded through current year appropriations from the tax levy.

Reserves

Transfers from reserves offer financial flexibility and are budgeted to offset capital costs for significant projects. Budgeted operating transfers to reserves to fund capital within the ten-year forecast help to spread these costs over several years.

Recoveries

Recoveries from other municipalities are budgeted for shared projects. The largest portion of the recoveries are for projects in Social Services where the County provides services on behalf of the City of Guelph, and in the roads department where capital works on boundary roads and bridges are shared with neighbouring municipalities.

Federal Gas Tax

The County has planned to utilize \$32.4 million in Federal Gas Tax funding on asset management and infrastructure improvements to its network of roads, bridges and culverts over the next ten years. Projects include: the annual pavement preservation programme, six bridge and culvert projects, five asphalt resurfacing projects and the continued investment in the corporate asset management software. The complete list of Federal Gas Tax funded projects is shown in the table on the following pages.

Ontario Community Infrastructure Fund

The provincial subsidy revenues identified are from the Ontario Community Infrastructure Fund (OCIF) formula-based funding. The Province has committed additional funds to this programme for 2021. The County's allocation is \$1.86M in 2021 and staff have assumed this level of funding through to 2030. The complete list of OCIF funded projects is shown on the following pages.

Development Charges

Development charges are used to fund growth related capital and are determined through the development charge background study in accordance with the County's development charge by-law 5523-17 which was approved on May 25, 2017 and by-law 5590-18 approved on October 25, 2018. Study updates scheduled over 2021-2022.

FEDERAL GAS TAX FUNDED PROJECTS

	2021	2022	2023	2024	2025	5 Year Total
Office of the CAO/Clerk						
Asset Management Software	50,000					50,000
Asset Management / Engineering						
Pavement Preservation Programme	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	9,000,000
Roads Construction						
WR18 Geddes St Elora, Retaining Wall					2,500,000	2,500,000
WR 124, WR 32 to Guelph Rd 1, 1.7 km				1,000,000		1,000,000
Bridges						
WR 7, Bosworth Bridge, B007028		1,500,000				1,500,000
WR 16, Penfold Bridge, B016038					900,000	900,000
WR 36, Bridge B036122, Replace					950,000	950,000
WR 36, Bridge B036086, Replace					950,000	950,000
Culverts						
WR 12, Culvert C12086, Replace		550,000				550,000
WR 16, Culvert C160090, Liner	650,000					650,000
Roads Resurfacing						
WR 12, 300 m East of 16th Line to WR 109						
WR 30, WR 39 to WR86, 1.7km	850,000					850,000
WR 35, WR 34 to Hamilton boundary, 6.6 km						
WR 109, Hwy 6 to Dufferin 11.1 km						
WR 109, WR 7 to WR 10, 5.9 km						
Total County of Wellington	3,350,000	3,850,000	1,800,000	2,800,000	7,100,000	18,900,000

FEDERAL GAS TAX FUNDED PROJECTS

	2026	2027	2028	2029	2030	10 Year Total
Office of the CAO/Clerk						
Asset Management Software						50,000
Asset Management / Engineering						
Pavement Preservation Programme	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	18,000,000
Roads Construction						
WR18 Geddes St Elora, Retaining Wall						2,500,000
WR 124, WR 32 to Guelph Rd 1, 1.7 km						1,000,000
Bridges						
WR 7, Bosworth Bridge, B007028						1,500,000
WR 16, Penfold Bridge, B016038						900,000
WR 36, Bridge B036122, Replace						950,000
WR 36, Bridge B036086, Replace						950,000
Culverts						
WR 12, Culvert C12086, Replace						550,000
WR 16, Culvert C160090, Liner						650,000
Roads Resurfacing						
WR 12, 300 m East of 16th Line to WR 109					1,500,000	1,500,000
WR 30, WR 39 to WR86, 1.7km						850,000
WR 35, WR 34 to Hamilton boundary, 6.6 km					500,000	500,000
WR 109, Hwy 6 to Dufferin 11.1 km			1,500,000			1,500,000
WR 109, WR 7 to WR 10, 5.9 km		1,000,000				1,000,000
Total County of Wellington	1,800,000	2,800,000	3,300,000	1,800,000	3,800,000	32,400,000

ONTARIO COMMUNITY INFRASTRUCTURE FUND (OCIF) FUNDED PROJECTS

	2021	2022	2023	2024	2025	5 Year Total
Roads Construction						
WR 52, WR 124 to 9th Line			930,000			\$930,000
WR 124, WR 32 to Guelph Rd 1, 1.7 km				1,000,000		\$1,000,000
Bridges						
WR 7, Bosworth Bridge, B007028		1,000,000				\$1,000,000
WR 18, Bridge B018105 Replace	930,000					\$930,000
WR 109, CR Bridge 4, B109133, Replace					1,860,000	\$1,860,000
Culverts						
WR 18, Culvert C180210, Liner		860,000				\$860,000
WR 32, Culvert C321140 Replace	930,000					\$930,000
Roads Resurfacing						
WR 7, Rothsay to WR 11, 5.2 km				860,000		\$860,000
WR 18, Fergus to Dufferin 11km			930,000			\$930,000
Total County of Wellington	\$1,860,000	\$1,860,000	\$1,860,000	\$1,860,000	\$1,860,000	\$9,300,000

	2026	2027	2028	2029	2030	10 Year Total
Roads Construction						
WR 52, WR 124 to 9th Line						\$930,000
WR 124, WR 32 to Guelph Rd 1, 1.7 km						\$1,000,000
Bridges						
WR 7, Bosworth Bridge, B007028						\$1,000,000
WR 18, Bridge B018105 Replace						\$930,000
WR 32, Blatchford Bridge, Replace	\$1,860,000					\$1,860,000
WR 109, CR Bridge 4, B109133, Replace						\$1,860,000
Culverts						
WR 18, Culvert C180210, Liner						\$860,000
WR 32, Culvert C321140 Replace						\$930,000
Roads Resurfacing						
WR 7, Rothsay to WR 11, 5.2 km						\$860,000
WR 11, Con Lake Dam to 1.2 km N of 6th Line			\$860,000			\$860,000
WR 11, WR7 to Emmerson Simmons Bridge, 3.8 km				\$1,000,000		\$1,000,000
WR 17, WR 7 to Hwy 6, 4.7 km					\$1,000,000	\$1,000,000
WR 18, Fergus to Dufferin 11km						\$930,000
WR 22, Hwy 6 to WR 29 3.9 km				\$860,000		\$860,000
WR 24, 300m S of WR 50 to SR 9 2.5 km			\$1,000,000			\$1,000,000
WR 26, WR 22 to WR 18 6 km					\$860,000	\$860,000
WR 32, WR 34 to WR 124, 5 km		\$1,860,000				\$1,860,000
Total County of Wellington	\$1,860,000	\$1,860,000	\$1,860,000	\$1,860,000	\$1,860,000	\$18,600,000

FUND DESCRIPTIONS

Financial information is prepared in accordance with a fund structure which consists of an operating fund, capital fund and reserve funds. Each fund has a distinct purpose.

Operating Fund:

Used to record all revenues and expenditures relating to the day-to-day operations of the County.

Capital Fund:

Records all capital related transactions, and is utilized in acquiring, constructing or improving infrastructure and capital facilities.

Reserve Fund:

Reserves and reserve funds may be established for any purpose deemed necessary by resolution of County Council. Typical uses of reserves are for equipment replacement, contingencies and stabilization purposes, and capital financing.

Monies flow between funds through transfers and are recorded as expenses or revenues in the affected funds.

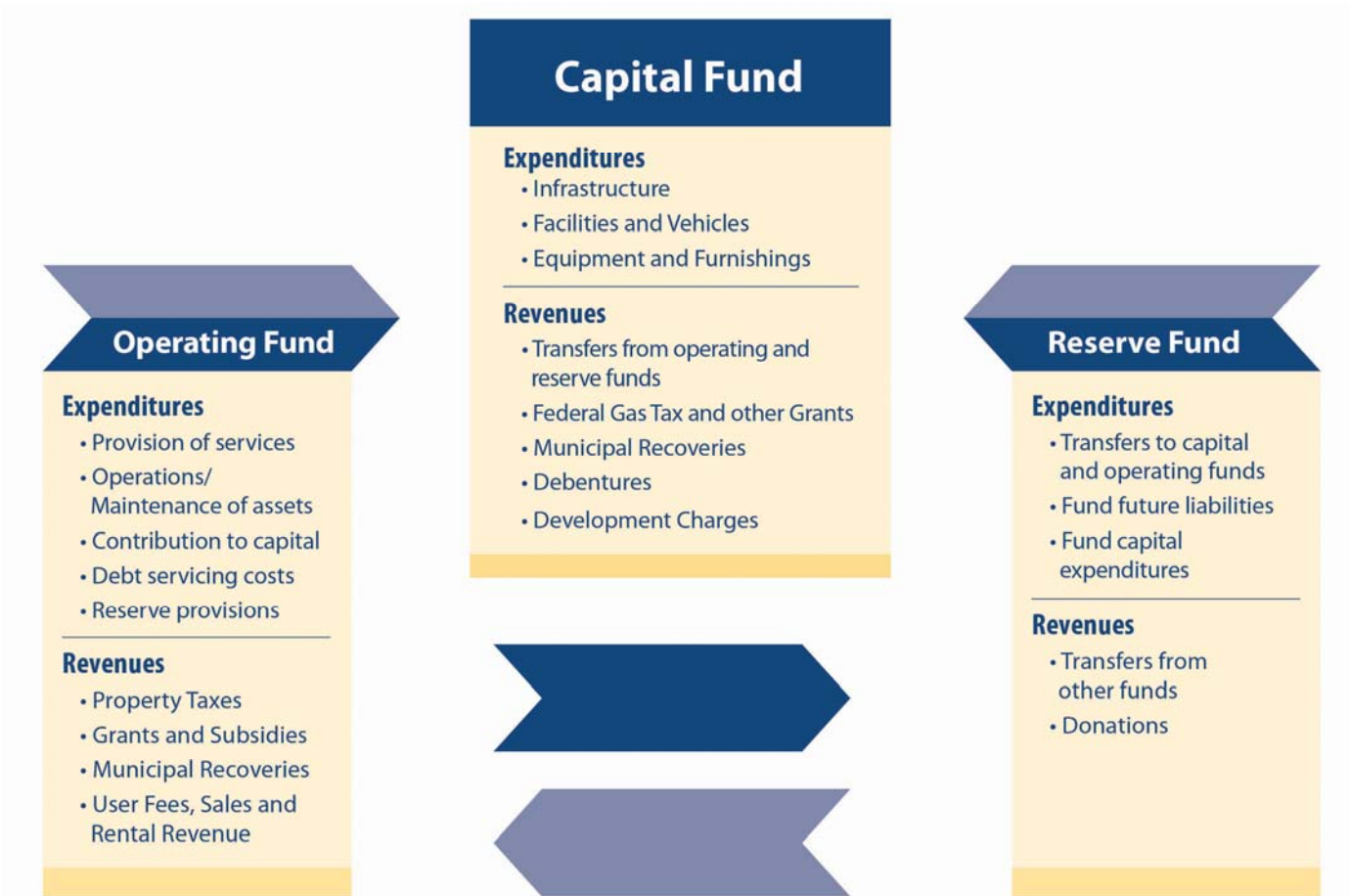
The Reserve and Reserve Fund Balance is budgeted to increase \$5,312,800 in 2021.

Reserve transfers to fund major capital items in 2021 include:

- \$2.6 million for Road and Solid Waste Equipment and \$2.6 million in facility improvements

Operating departments with increased transfer to reserve to manage assets and fund future capital include:

- CAO & Clerks (IT), Land Ambulance, Roads, Affordable Housing and Economic Development



FUND BALANCES

Consolidated 2021 Budget Summary (\$000's)

	Operating	Capital	Reserve and Reserve Funds	Total
Budgeted Fund Balance—Beginning		\$ 20,138	\$ (103,833)	\$ (83,695)
Revenues				
Property Taxation	\$ (111,161)			(111,161)
Grants and Subsidies	(68,092)	(6,825)		(74,917)
Municipal Recoveries	(21,306)	(3,320)		(24,625)
Licenses, Permits and Rents	(8,439)			(8,439)
Fines and Penalties	(52)			(52)
User Fees and Charges	(11,398)			(11,398)
Sales Revenue	(1,006)			(1,006)
Development Charges	(1,111)	(894)		(2,005)
Debt Proceeds		(3,850)		(3,850)
Other Revenue	(3,303)			(3,303)
Internal Recoveries	(7,535)			(7,535)
Total Revenue	\$ (233,401)	\$ (14,899)	\$ -	\$ (248,290)
Expenditures				
Salaries, Wages and Benefits	\$ 66,509			66,509
Supplies, Materials and Equipment	12,829			12,829
Purchased Services	29,690			29,690
Social Assistance	55,799			55,799
Transfer Payments	26,546			26,546
Insurance and Financial	4,202			4,202
Minor Capital Expenses	677			677
Debt Charges	4,968			4,968
Internal Charges	7,385			7,385
Capital Projects		34,371		34,371
Total Expenditures	\$ 208,606	\$ 34,371	\$ -	\$ 242,977
Transfers				
Transfers from Other Funds	\$ (2,217)	\$ (19,483)	\$ (16,322)	(38,021)
Transfers to Other Funds	\$ 27,013		\$ 11,009	38,021
Total Transfers to (from) Other Funds	\$ 24,795	\$ (19,483)	\$ (5,313)	\$ -
(Excess) Deficiency of Revenues over Expenditures	-	-	(5,313)	(5,313)
Projected Fund Balance—Ending	\$ -	\$ 20,138	\$ (109,146)	\$ (78,382)

RESERVES AND RESERVE FUNDS

Reserves and Reserve Funds are established by County Council to improve long-term financial stability and to assist with financial planning. Under the provisions set out in the Municipal Act and the Council approved County Reserves and Reserve Fund Policy, these funds are typically used to fund capital projects, operations, smooth tax levy impacts, and help manage the County's financial position.

Reserves

Reserves are revenues set aside at the discretion of Council to provide for future expenditures, such as infrastructure replacement. Reserves may be established for any municipal purpose such as working funds, contingencies and asset replacements. The use of reserves assists the County in maintaining its financial position.

Reserve Funds

Reserve Funds are segregated and restricted to meet a specific identified purpose, and must receive interest income per the Municipal Act.

Reserve Funds are established through a by-law of council or by a requirement of provincial legislation. Reserve funds authorized by County Council are referred to as permissive or discretionary reserve funds, and are established for specific purposes.

The chart below shows the reserve and reserve fund balance for the 2017-2021 period.



*Reserve balances do not include Wellington Housing Corporation. 2020 numbers based on un-audited actuals, 2021 numbers projected budget forecast

LONG-TERM LIABILITIES AND DEBT

Long Term Borrowing

The County's long term borrowing plan remains sustainable and affordable, with \$46.7 million in new debt to be issued over the next ten years. The majority of the capital plan continues to be funded from the tax levy and reserves (62.7%).

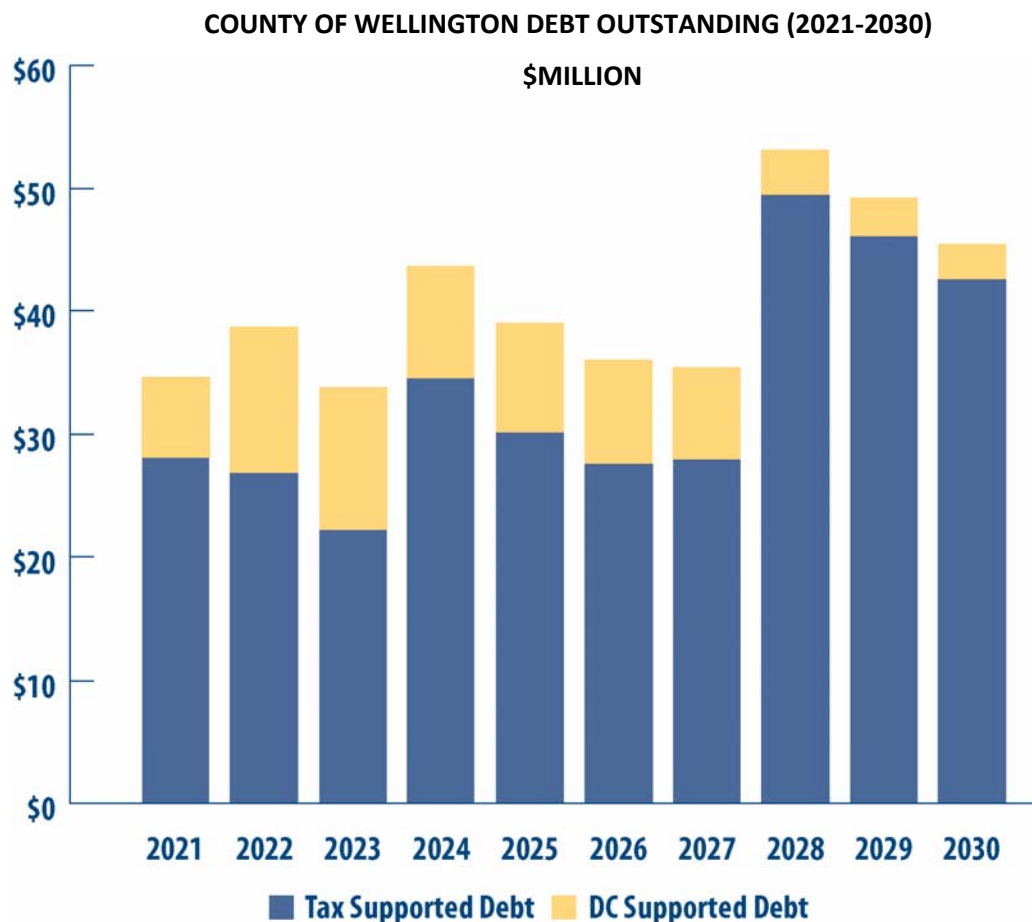
Tax Supported Debt

As of December 31, 2020 County tax supported debt totals \$24.9 million.

The 2021 – 2030 forecast anticipates the issuance of \$17.5 million for roads facility projects throughout the forecast; \$2.4 million for Riverstown Landfill Leachate System Development; \$2 million for the construction of the new Erin Library Branch and \$17.1 million in facility improvements.

Development Charge Supported Debt

As of December 31, 2020 County development charge supported debt totals \$9.2 million. The 2021 – 2030 forecast anticipates the issuance of \$5.7 million of development charge supported debt related to growth related portion of the Arthur roads facility project.



LONG-TERM LIABILITIES AND DEBT

Debt Servicing Requirements

Debt servicing costs will top out at \$8.5 million (\$7.2 million tax supported, \$1.3 million growth supported) in 2023. Debt charges do not exceed 7.2% of the County tax levy over the ten-year plan.

Year	Total Principal and Interest
2021	4,968,305
2022	5,199,548
2023	8,504,376
2024	5,614,304
2025	6,174,234
2026	4,459,060
2027	4,350,609
2028	5,020,115
2029	5,740,317
2030	5,596,217
2031-2040	41,876,160

Year	Tax Supported Principal	Tax Supported Interest	Total Tax Supported	DC Supported Principal	DC Supported Interest	Total DC Supported	Total Debt Servicing
2021	2,985,005	963,525	3,948,530	729,000	290,775	1,019,775	4,968,305
2022	3,309,615	910,110	4,219,724	599,919	379,905	979,824	5,199,548
2023	6,438,882	792,609	7,231,491	822,568	450,317	1,272,885	8,504,376
2024	3,485,021	852,080	4,337,102	838,195	439,007	1,277,202	5,614,304
2025	4,022,564	872,831	4,895,395	859,081	419,758	1,278,839	6,174,234
2026	2,440,133	740,079	3,180,212	879,233	399,614	1,278,847	4,459,060
2027	2,366,958	705,468	3,072,426	899,660	378,523	1,278,183	4,350,609
2028	2,648,730	1,093,397	3,742,127	921,370	356,617	1,277,987	5,020,115
2029	3,228,313	1,336,006	4,564,320	840,371	335,626	1,175,997	5,740,317
2030	3,314,232	1,247,678	4,561,910	748,672	285,634	1,034,306	5,596,217
2031-2040	24,320,521	8,194,150	32,514,671	7,844,091	1,517,398	9,361,489	41,876,160

Annual Debt Repayment Limit

The Province, through the Ministry of Municipal Affairs and Housing, establishes debenture limits for all municipalities on an annual basis. The calculation, which uses data obtained from the 2019 Financial Information Return (FIR), provides an upper limit or ceiling on debt repayment costs. The purpose of regulating debenture limits is to ensure that municipalities do not issue excessive amounts of debt, thereby weakening their longer-term financial strength. Debt issued on behalf of a member municipality is reflected in each member municipality's debt limit.

The ceiling is established not as an absolute amount of debt, but rather as the relationship of debt servicing costs relative to own source revenues (taxation, user fees and charges, etc.). The annual debt repayment limit is calculated as 25% of 2019 Own Source Revenues (\$31.4 million) less all 2019 debt principal (\$3.9 million), debt interest (\$1.3 million) and payments for long term commitments and liabilities (\$5.9 million). Wellington's Estimated Annual Debt Repayment Limit (ADRL) for 2021 is \$20.3 million.

CORPORATE PERFORMANCE MEASURES

Each year in advance of final budget preparation, County staff perform a number of calculations to ensure the County maintains its long-term financial health and preserves long-term sustainability. The County utilizes a number of financial ratios to measure its performance over the forecast period to ensure that proposed debt issuances and transfers to and from reserves are made in accordance with its financial policies and maintain or improve its financial health. These measures are described in the following pages.

Debt Limits

Statutory Limitations – Annual Repayment Limit (ARL)

Ontario Regulation 403/02 of the Municipal Act, 2001 sets out the annual debt and financial obligation limits for municipalities. The regulation provides a formula which limits annual debt service costs to an amount equal to 25% of operating revenue. The County is not allowed under this regulation to issue debt which would result in the annual repayment limit being exceeded without provincial approval.

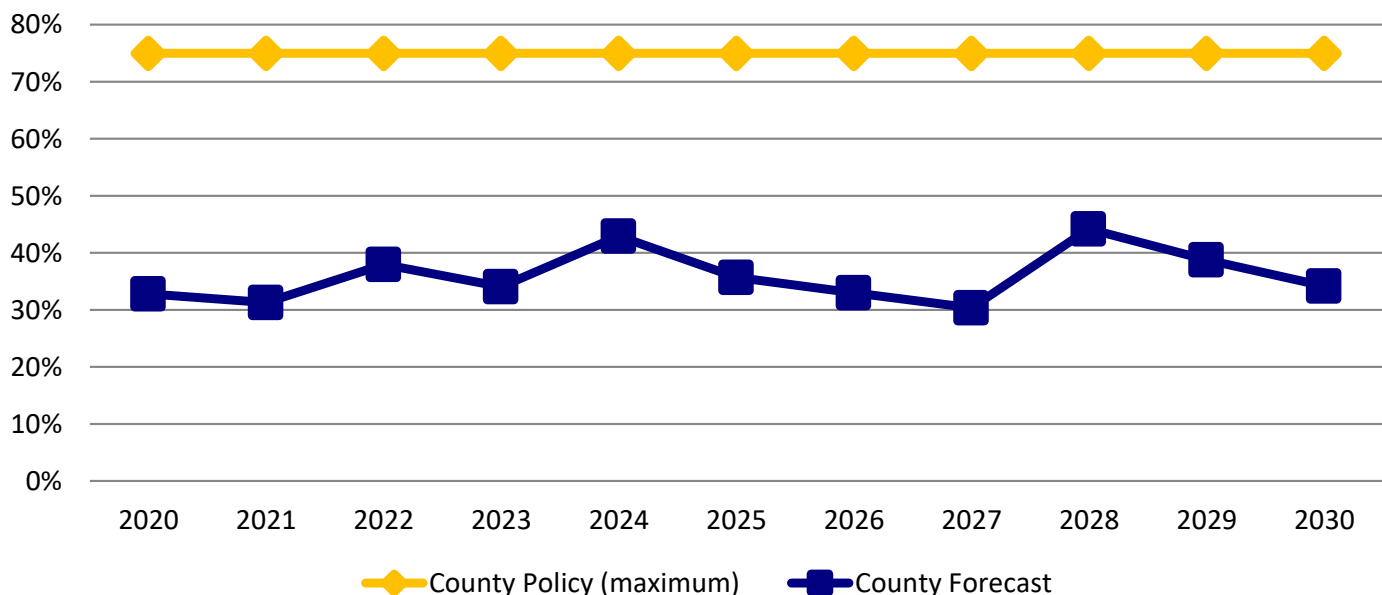
Self-Imposed Limitations (in Accordance with County's Debt Management Policy)

Notwithstanding the limits prescribed in the regulations, prudent financial management calls for more stringent criteria to limit debt. These criteria will assist in preserving borrowing capacity for future capital assets while maintaining maximum flexibility for current operating funds.

Direct Debt to Reserve Ratio:

This ratio compares direct debt to the total of all reserves and reserve funds. A generally accepted target ratio for municipalities is considered to be no more than 1:1. The County's policy is to maintain its ratio below 0.75:1.

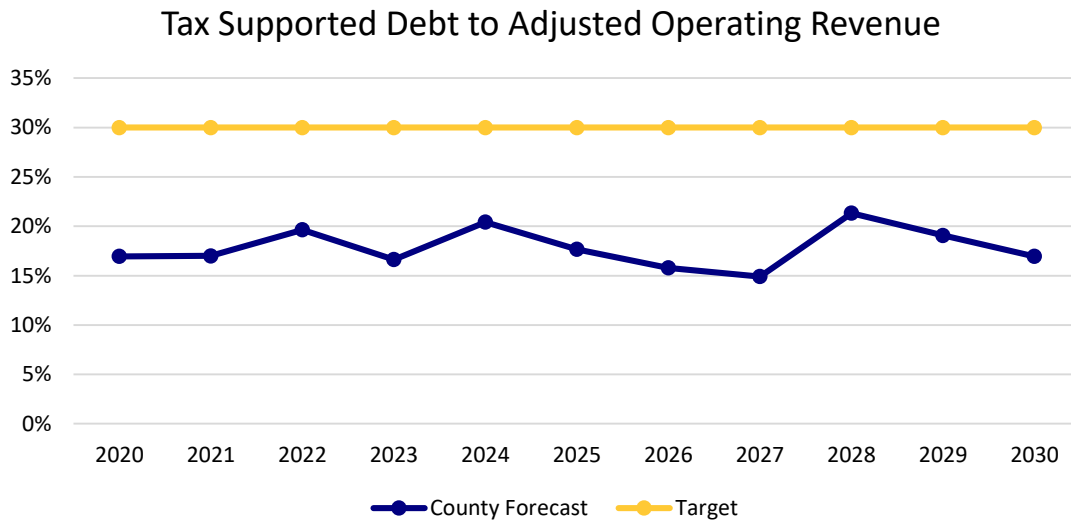
Debt Outstanding to Reserve Ratio



CORPORATE PERFORMANCE MEASURES

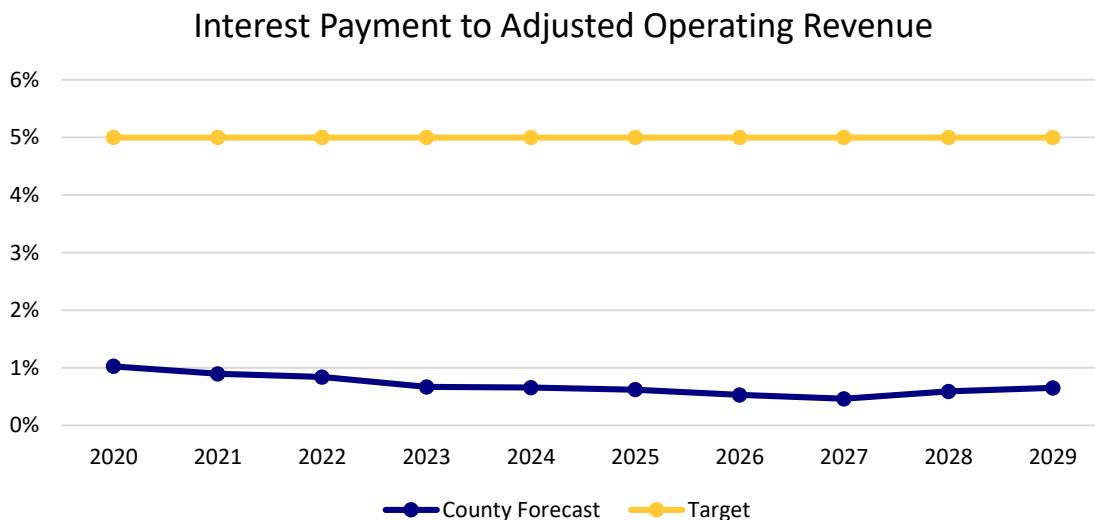
Tax-Supported Debt to Operating Revenue:

This measure identifies the percentage of annual operating revenues that would be required to retire the County's net debt. It is also used by Standard and Poor's when assessing the debt burden of a municipality. In accordance with the County's Debt Management Policy, a target rate of less than 30% should be maintained.



Interest Payment to Adjusted Operating Revenues:

This ratio is a measure of the interest payable annually as a proportion of adjusted operating revenues (excludes non-cash items). It should not exceed a target of 5%, in accordance with the County's Debt Management Policy.

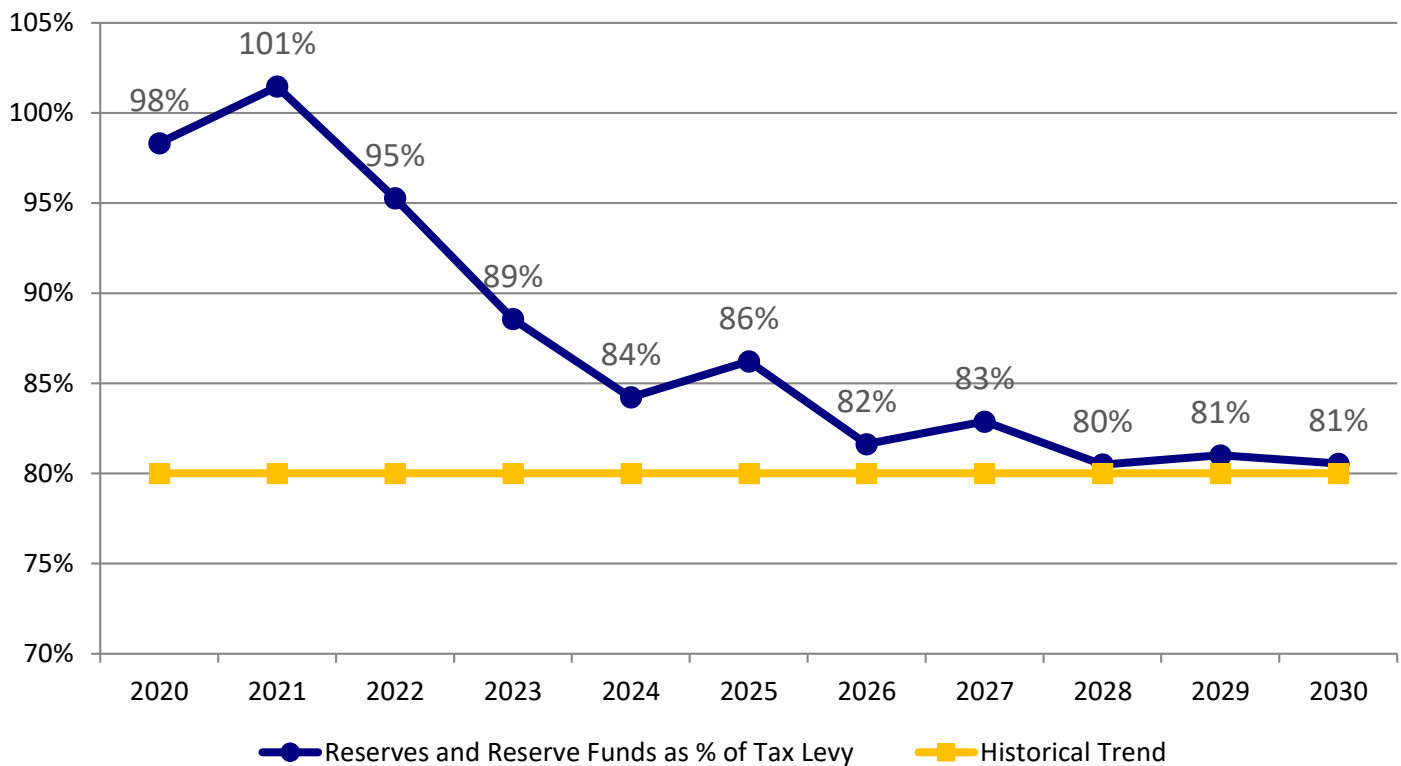


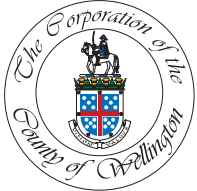
CORPORATE PERFORMANCE MEASURES

Reserves and Reserve Funds as a Percentage of the Tax Levy

The County's strategic use of reserves is one of the many factors behind the improvement in its credit rating since the initial development of the Reserves and Reserve Fund Policy. This and other financial policies will help to strengthen Wellington County's long-term financial position and provide stability to the corporation. Solid reserve and reserve fund balances allow the County to have the flexibility to respond to economic cycles and unanticipated requirements. Reserves provide the ability to fund the operating and capital needs of the various departments and to respond to both opportunities and risks as they arise. The County aims to keep reserves and reserve funds at or above 80% of the tax levy.

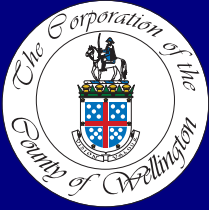
**Reserves and Reserve Funds
as % of Tax Levy**



	THE COUNTY OF WELLINGTON 2021 OPERATING BUDGET						
	2019 Net Budget	2020 Net Budget	2021 Expenditure	2021 Revenue	2021 Net Budget	Net Change \$	Net Change %
Programmes and Services							
Roads and Bridges	27,663,400	28,557,300	\$33,971,300	\$3,731,000	\$30,240,300	1,628,000	5.7%
Police Services	17,212,000	17,517,100	18,251,400	526,700	17,724,700	206,400	1.2%
Wellington Terrace Long-Term Care	9,374,600	10,292,900	23,907,200	14,455,200	9,452,000	(986,800)	-9.6%
Solid Waste Services	5,644,900	7,335,100	14,785,000	6,187,700	8,597,300	1,239,000	16.9%
County Library System	7,223,600	7,375,600	7,757,800	322,800	7,435,000	20,900	0.3%
Ambulance Services	4,921,100	4,845,800	5,305,500		5,305,500	459,700	9.5%
Social Housing	4,553,700	4,779,500	32,965,200	28,286,200	4,679,000	(102,800)	-2.2%
Public Health	2,648,400	2,705,100	2,773,600		2,773,600	68,500	2.5%
Planning and Development	2,180,000	2,285,300	2,388,700	191,900	2,196,800	(152,000)	-6.7%
Museum and Archives at Wellington Place	2,084,500	2,105,100	3,384,400	1,232,000	2,152,400	77,200	3.7%
Economic Development	1,443,800	1,782,400	2,398,700	436,300	1,962,400	174,500	9.8%
Children's Early Years	1,220,200	1,475,500	28,374,700	26,801,100	1,573,600	88,000	6.0%
Property Assessment	1,483,400	1,517,800	1,519,100		1,519,100	1,300	0.1%
Ontario Works	1,506,500	1,374,500	28,615,300	27,306,400	1,308,900	(69,700)	-5.1%
Affordable Housing	500,000	500,000	2,431,700	1,431,700	1,000,000	500,000	100.0%
Green Legacy	835,100	825,900	878,200	3,500	874,700	43,100	5.2%
Emergency Management	820,000	1,022,900	738,000		738,000	(288,200)	-28.2%
Community Grants and Hospital Funding	232,600	458,400	458,800		458,800	400	0.1%
Provincial Offices	25,700	(3,900)	80,000	266,400	(186,400)	(182,500)	4679.5%
Subtotal	91,573,500	96,752,300	210,984,600	111,178,900	99,805,700	\$3,053,400	3.2%
General Government							
Office of the CAO and Clerk	3,668,400	4,000,300	6,173,500	1,648,400	4,525,100	\$524,800	13.1%
Treasury	1,803,500	1,933,200	2,678,400	562,700	2,115,700	\$182,500	9.4%
County Council	1,236,100	1,272,500	1,271,100		1,271,100	(\$1,400)	(0.1%)
County Property	1,273,000	1,187,000	3,480,000	2,256,500	1,223,500	\$36,500	3.1%
Human Resources	1,007,800	1,065,400	2,092,300	970,800	1,121,500	\$56,100	5.3%
Subtotal	8,988,800	9,458,400	15,695,300	5,438,400	10,256,900	\$798,500	8.4%
Non-Programme Expenditures and Revenues							
General Expenses and Revenues	1,381,500	1,624,200	5,086,700	3,988,400	1,098,300	(\$525,900)	(32.4%)
PILs and Supplementary Taxes	(2,202,000)	(2,222,100)		2,332,800	(2,332,800)	(\$110,700)	5.0%
Subtotal	(820,500)	(597,900)	5,086,700	6,321,200	(1,234,500)	(\$636,600)	106.5%
TOTAL	99,741,800	105,612,800	231,766,600	122,938,500	108,828,100	\$3,215,300	3.0%

TAX RATE CALCULATION AND IMPACT

	2019	2020	2021	\$ change	% change
Weighted Assessment (\$M)	\$ 16,116	\$ 17,189	\$ 17,497	\$ 307	1.79%
Real growth % from new properties					1.79%
County tax summary					
Residential tax rate	0.618883%	0.614385%	0.621981%		
Per \$100,000 of Assessment (2020)	\$ 96,090	\$ 100,000	\$ 100,000		
Taxes per \$100,000 of Assessment	\$ 595	\$ 614	\$ 622	\$8	1.2%

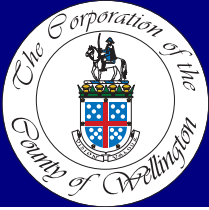


COUNTY OF WELLINGTON

10 YEAR OPERATING BUDGET

AND TAX RATE FORECAST

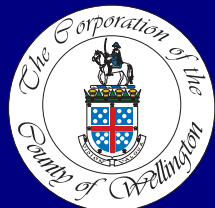
	Approved	Projected				
	2020	2021	2022	2023	2024	2025
EXPENDITURE (\$000's)						
Salaries, Wages and Benefits	\$64,573	\$66,543	\$68,731	\$71,384	\$74,189	\$77,101
Supplies, Materials and Equipment	\$12,631	\$12,829	\$13,045	\$13,410	\$13,678	\$14,009
Purchased Services	\$27,349	\$29,688	\$30,464	\$30,827	\$31,397	\$32,270
Social Assistance	\$59,105	\$55,799	\$57,375	\$57,260	\$57,246	\$57,812
Transfer Payments	\$25,892	\$26,546	\$27,103	\$28,186	\$29,202	\$31,102
Minor Capital Expenses	\$536	\$677	\$527	\$525	\$543	\$624
Debt Charges	\$5,320	\$4,968	\$5,199	\$8,504	\$5,614	\$6,174
Insurance and Financial	\$4,238	\$4,209	\$4,277	\$4,354	\$4,434	\$4,517
Internal Charges	\$7,254	\$7,385	\$7,334	\$7,407	\$7,584	\$7,866
Total Expenditures	\$206,897	\$208,644	\$214,054	\$221,857	\$223,887	\$231,475
yr/yr % change		0.8%	2.6%	3.6%	0.9%	3.4%
TRANSFERS (\$000's)						
Transfer from Reserves	(\$2,942)	(\$3,890)	(\$4,261)	(\$6,431)	(\$2,756)	(\$4,382)
Transfer to Capital	\$11,081	\$10,691	\$12,319	\$13,059	\$14,293	\$15,428
Transfer to Reserves	\$14,699	\$16,322	\$17,065	\$17,234	\$17,394	\$18,323
Total Transfers	\$22,838	\$23,123	\$25,123	\$23,861	\$28,931	\$29,369
yr/yr % change		1.2%	8.6%	-5.0%	21.2%	1.5%
REVENUE (\$000's)						
Grants and Subsidies	\$68,918	\$67,537	\$67,999	\$67,316	\$66,566	\$66,368
Municipal Recoveries	\$22,074	\$21,336	\$22,229	\$23,200	\$24,072	\$25,386
Licences, Permits and Rents	\$8,188	\$8,439	\$8,464	\$8,489	\$8,513	\$8,545
Fines and Penalties	\$52	\$52	\$52	\$52	\$52	\$52
User Fees and Charges	\$10,998	\$11,398	\$11,591	\$11,704	\$11,853	\$12,024
Sales Revenue	\$1,108	\$1,006	\$1,026	\$1,043	\$1,050	\$1,054
Other Revenue	\$3,177	\$3,303	\$3,407	\$3,517	\$3,633	\$3,753
Internal Recoveries	\$7,384	\$7,535	\$7,484	\$7,557	\$7,736	\$8,018
PILs and Supplementary Taxes	\$2,222	\$2,333	\$2,354	\$2,376	\$2,399	\$2,422
Total Revenue	\$124,122	\$122,939	\$124,607	\$125,255	\$125,873	\$127,623
yr/yr % change		-1.0%	1.4%	0.5%	0.5%	1.4%
TAX LEVY REQUIREMENT						
yr/yr % change	\$105,613	\$108,828	\$114,570	\$120,464	\$126,944	\$133,221
		3.0%	5.3%	5.1%	5.4%	4.9%
Weighted Assessment (\$ Millions)	\$17,189	\$17,497	\$18,202	\$18,935	\$19,698	\$20,492
yr/yr % change	6.66%	1.79%	4.03%	4.03%	4.03%	4.03%
Phase in growth %	3.91%	0.00%	3.00%	3.00%	3.00%	3.00%
Real growth % from new properties	2.42%	1.79%	1.00%	1.00%	1.00%	1.00%
County tax summary						
Residential tax rate	0.6144%	0.6220%	0.6293%	0.6361%	0.6443%	0.6500%
Per \$100,000 of Assessment	\$ 96,090	\$ 100,000	\$ 103,000	\$ 106,090	\$ 109,273	\$ 112,551
Taxes per \$100,000 of Assessment	\$ 614	\$ 622	\$ 648	\$ 675	\$ 704	\$ 732
yr/yr \$ change		\$ 8	\$ 26	\$ 27	\$ 29	\$ 28
yr/yr % residential impact		1.2%	4.2%	4.1%	4.3%	3.9%
yr/yr % budget impact		1.2%	4.2%	4.1%	4.3%	3.9%



COUNTY OF WELLINGTON

10 YEAR OPERATING BUDGET AND TAX RATE FORECAST

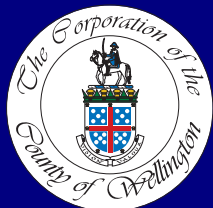
	Projected				
	2026	2027	2028	2029	2030
EXPENDITURE (\$000's)					
Salaries, Wages and Benefits	\$80,220	\$83,402	\$86,818	\$90,343	\$93,969
Supplies, Materials and Equipment	\$14,441	\$14,894	\$15,239	\$15,648	\$16,133
Purchased Services	\$33,170	\$34,071	\$34,875	\$35,789	\$36,716
Social Assistance	\$58,643	\$59,488	\$60,372	\$61,283	\$62,171
Transfer Payments	\$32,474	\$34,061	\$35,566	\$37,231	\$38,906
Minor Capital Expenses	\$617	\$578	\$525	\$557	\$605
Debt Charges	\$4,459	\$4,351	\$5,020	\$5,740	\$5,596
Insurance and Financial	\$4,602	\$4,689	\$4,752	\$4,894	\$4,964
Internal Charges	\$8,003	\$8,232	\$8,330	\$8,462	\$8,648
Total Expenditures	\$236,630	\$243,766	\$251,496	\$259,945	\$267,707
yr/yr % change	2.2%	3.0%	3.2%	3.4%	3.0%
TRANSFERS (\$000's)					
Transfer from Reserves	(\$4,492)	(\$3,766)	(\$2,632)	(\$3,683)	(\$2,491)
Transfer to Capital	\$18,012	\$18,439	\$18,048	\$20,008	\$20,831
Transfer to Reserves	\$18,584	\$19,001	\$18,960	\$18,964	\$18,990
Total Transfers	\$32,104	\$33,674	\$34,376	\$35,289	\$37,330
yr/yr % change	9.3%	4.9%	2.1%	2.7%	5.8%
REVENUE (\$000's)					
Grants and Subsidies	\$66,112	\$66,989	\$66,847	\$67,550	\$67,440
Municipal Recoveries	\$26,477	\$27,378	\$29,165	\$30,179	\$32,048
Licences, Permits and Rents	\$8,567	\$8,597	\$8,627	\$8,659	\$8,692
Fines and Penalties	\$52	\$52	\$52	\$52	\$52
User Fees and Charges	\$12,200	\$12,377	\$12,561	\$12,765	\$12,973
Sales Revenue	\$1,058	\$1,061	\$1,066	\$1,068	\$1,072
Other Revenue	\$3,879	\$4,010	\$4,022	\$4,034	\$4,046
Internal Recoveries	\$8,156	\$8,386	\$8,484	\$8,633	\$8,840
PILs and Supplementary Taxes	\$2,446	\$2,471	\$2,471	\$2,471	\$2,471
Total Revenue	\$128,946	\$131,320	\$133,295	\$135,411	\$137,635
yr/yr % change	1.0%	1.8%	1.5%	1.6%	1.6%
TAX LEVY REQUIREMENT					
yr/yr % change	4.9%	4.5%	4.4%	4.8%	4.7%
Weighted Assessment (\$ Millions)	\$21,318	\$22,177	\$23,071	\$24,001	\$24,968
yr/yr % change	4.03%	4.03%	4.03%	4.03%	4.03%
Phase in growth %	3.00%	3.00%	3.00%	3.00%	3.00%
Real growth % from new properties	1.00%	1.00%	1.00%	1.00%	1.00%
County tax summary					
Residential tax rate	0.6557%	0.6589%	0.6613%	0.6659%	0.6705%
Per \$100,000 of Assessment	\$ 115,927	\$ 119,405	\$ 122,987	\$ 126,677	\$ 130,477
Taxes per \$100,000 of Assessment	\$ 760	\$ 787	\$ 813	\$ 843	\$ 875
yr/yr \$ change	\$ 28	\$ 27	\$ 27	\$ 30	\$ 31
yr/yr % residential impact	3.9%	3.5%	3.4%	3.7%	3.7%
yr/yr % budget impact	3.9%	3.5%	3.4%	3.7%	3.7%



COUNTY OF WELLINGTON

2021-2030 CAPITAL BUDGET SUMMARY

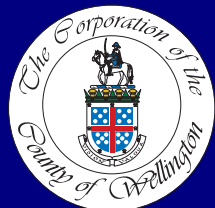
	2021	2022	2023	2024	2025	5 Year Total	% of Total
Programme / Service							
Project Expenditure							
Roadways	\$22,085,000	\$36,830,000	\$27,354,000	\$42,660,000	\$28,390,000	\$157,319,000	74.1%
Solid Waste Services	2,440,000	2,380,000	1,080,000	850,000	840,000	\$7,590,000	3.9%
County Property	403,000	989,000	250,000	145,000	300,000	\$2,087,000	1.3%
Planning	215,000	120,000	145,000			\$480,000	0.3%
Green Legacy		45,000	100,000	50,000		\$195,000	0.1%
Emergency Management	30,000					\$30,000	0.2%
CAO and Clerks	430,000	622,000	710,000	870,000	575,000	\$3,207,000	1.8%
Police Services	140,000	50,000			40,000	\$230,000	0.1%
Museum	220,000	235,000	1,330,000	105,000	80,000	\$1,970,000	1.0%
Library Services	720,000	217,500	2,676,500	2,397,500	212,500	\$6,224,000	0.7%
Housing Services	5,115,400	4,780,500	4,000,000	4,260,000	4,375,000	\$22,530,900	12.2%
Affordable Housing	649,000	70,000	6,077,000	102,000	139,000	\$7,037,000	0.3%
Wellington Terrace	475,000	385,000	830,000	210,000	165,000	\$2,065,000	1.1%
Economic Development	800,000	800,000	800,000	800,000	800,000	\$4,000,000	0.0%
Ambulance Services	446,000	1,316,000	802,000	1,453,000	962,000	\$4,979,000	2.5%
Ontario Works	140,000	85,000			54,000	\$279,000	0.2%
Child Care		45,000				\$45,000	0.0%
Provincial Offences Act (POA)	63,000	61,000	80,000	41,000	77,000	\$322,000	0.1%
Total Expenditure	\$34,371,400	\$49,031,000	\$46,234,500	\$53,943,500	\$37,009,500	\$220,589,900	100%
Project Financing							
Recoveries	3,319,500	3,570,500	4,449,000	3,834,000	4,185,000	\$19,358,000	10.7%
Subsidy	1,615,400	1,030,500	6,160,000			\$8,805,900	4.5%
Federal Gas Tax Funding	3,350,000	3,850,000	1,800,000	2,800,000	7,100,000	\$18,900,000	9.6%
OCIF	1,860,000	1,860,000	1,860,000	1,860,000	1,860,000	\$9,300,000	4.9%
Current Revenues	10,691,000	11,958,500	12,319,500	13,110,500	13,655,500	\$61,735,000	31.5%
Reserves	8,791,500	16,532,500	16,113,000	18,687,000	9,192,000	\$69,316,000	26.6%
Development Charges	894,000	1,229,000	1,533,000	952,000	1,017,000	\$5,625,000	3.0%
Growth Related Debentures	750,000	4,927,000				\$5,677,000	3.3%
Debentures	3,100,000	4,073,000	2,000,000	12,700,000		\$21,873,000	6.0%
Total Financing	\$34,371,400	\$49,031,000	\$46,234,500	\$53,943,500	\$37,009,500	\$220,589,900	100%



COUNTY OF WELLINGTON

2021-2030 CAPITAL BUDGET SUMMARY

	2026	2027	2028	2029	2030	10 Year Total	% of Total
Programme / Service							
Project Expenditure							
Roadways	\$25,830,000	\$30,500,000	\$26,755,000	\$22,112,000	\$32,317,000	\$294,833,000	70.1%
Solid Waste Services	795,000	875,000	1,040,000	430,000	400,000	\$11,130,000	3.1%
County Property	182,000	183,000	23,395,000	100,000	230,000	\$26,177,000	6.5%
Planning			100,000			\$580,000	0.1%
Green Legacy			50,000	45,000		\$290,000	0.1%
Emergency Management			75,000			\$105,000	0.1%
CAO and Clerks	380,000	657,000	735,000	590,000	575,000	\$6,144,000	1.6%
Police Services	160,000	105,000	70,000	245,000	150,000	\$960,000	0.1%
Museum	0	215,000	95,000	50,000	25,000	\$2,355,000	0.7%
Library Services	167,500	217,500	262,500	557,500	687,500	\$8,116,500	0.7%
Housing Services	4,570,000	4,695,000	4,800,000	4,950,000	5,100,000	\$46,645,900	11.7%
Affordable Housing	6,097,000	93,000	97,000	6,109,000	106,000	\$19,539,000	0.3%
Wellington Terrace	365,000	245,000	635,000	135,000	216,000	\$3,661,000	0.9%
Economic Development						\$4,000,000	0.0%
Ambulance Services	2,926,000	841,000	3,601,000	1,051,000	1,330,000	\$14,728,000	3.5%
Ontario Works		201,000	100,000	90,000		\$670,000	0.2%
Child Care				54,000	190,000	\$289,000	0.0%
Provincial Offences Act (POA)	84,000	39,000	41,000	137,000	247,000	\$870,000	0.2%
Total Expenditure	\$41,556,500	\$38,866,500	\$61,851,500	\$36,655,500	\$41,573,500	\$441,093,400	100%
Project Financing							
Recoveries	3,505,000	3,763,000	3,840,000	3,911,000	4,092,000	\$38,469,000	10.2%
Subsidy	2,000,000	0	0	2,000,000		\$12,805,900	2.1%
Federal Gas Tax Funding	1,800,000	2,800,000	3,300,000	1,800,000	3,800,000	\$32,400,000	8.2%
OCIF	1,860,000	1,860,000	1,860,000	1,860,000	1,860,000	\$18,600,000	4.7%
Current Revenues	15,527,500	15,491,500	14,669,500	15,752,500	16,022,500	\$139,198,500	35.4%
Reserves	16,864,000	10,266,000	16,557,000	10,802,000	13,244,000	\$137,049,000	26.0%
Development Charges		2,686,000	4,525,000	530,000	2,555,000	\$15,921,000	2.8%
Growth Related Debentures						\$5,677,000	1.6%
Debentures		2,000,000	17,100,000			\$40,973,000	9.0%
Total Financing	\$41,556,500	\$38,866,500	\$61,851,500	\$36,655,500	\$41,573,500	\$441,093,400	100%



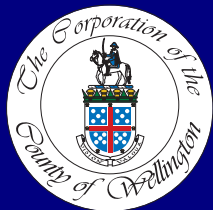
COUNTY OF WELLINGTON

2019-2021 CAPITAL BUDGET SUMMARY

(ALL FIGURES IN \$000's)

PROJECT EXPENDITURE Programme / Service	2019 Actuals	2019 Adjusted Budget	2020 Preliminary Actuals	2020 Adjusted Budget	2021 Budget	\$ Change Budget	% Change Budget
Roadways	\$ 24,801	\$ 30,953	\$ 25,118	\$ 27,674	\$ 22,085	\$ (5,589)	-20%
Solid Waste Services	1,441	1,525	1,957	2,395	2,440	45	2%
County Property	963	1,213	615	1,024	403	(621)	-61%
Planning	8	143	106	85	215	130	153%
Green Legacy	89	100	52	50	-	(50)	100%
Emergency Management	258	200	137	350	30	(320)	100%
CAO and Clerks	381	652	823	645	430	(215)	-33%
County Council	254	410	-	-	-	-	100%
Police Services	56	75	29	-	140	140	100%
Museum and Wellington Place	194	95	259	150	220	70	47%
County Library System	139	215	245	410	720	310	76%
Housing Services	2,962	3,025	3,689	5,015	5,115	100	2%
Affordable Housing	121	164	67	147	649	502	341%
Wellington Terrace	521	1,505	678	345	475	130	38%
Economic Development	336	386	102	65	800	735	1131%
Hospital Capital Grants	5,940	5,940	200	200	-	(200)	100%
Ambulance Service	411	1,178	419	305	446	141	46%
Ontario Works	71	140	67	85	140	55	65%
Child Care	3,106	100	-	-	-	-	100%
Provincial Offences Act (POA)	29	23	39	40	63	23	58%
Total expenditure	\$ 42,079	\$ 48,042	\$ 34,603	\$ 38,985	\$ 34,371	\$ (4,614)	-12%

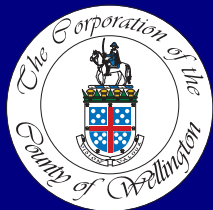
PROJECT FINANCING Source of Financing	2019 Actuals	2019 Adjusted Budget	2020 Preliminary Actuals	2020 Adjusted Budget	2021 Budget	\$ Change Budget	% Change Budget
Recoveries	\$ 5,704	\$ 5,842	\$ 4,596	\$ 5,362	\$ 3,320	\$ (2,043)	-38%
Subsidy	828	1,989	473	1,624	1,615	(9)	-1%
OCIF	2,327	2,320	550	1,860	1,860	-	0%
Federal Gas Tax	5,748	5,945	2,677	3,496	3,350	(146)	-4%
Current Revenues	12,293	12,293	11,081	11,081	10,691	(340)	-3%
Reserves	12,166	8,957	13,896	12,809	8,792	(4,018)	-31%
Development Charges	15	1,056	851	929	894	(35)	-4%
Growth Related Debentures	3,670	3,700	-	1,825	750	(1,075)	-59%
Debentures	5,940	5,940	-	-	3,100	3,100	0%
Total financing	\$ 48,691	\$ 48,042	\$ 34,123	\$ 38,985	\$ 34,371	\$ (4,614)	-12%



COUNTY OF WELLINGTON

2019-2021 OPERATING BUDGET SUMMARY

	2019 Actuals	2019 Budget	2020 Preliminary Actuals	2020 Budget	2021 Budget	\$ Change Budget	% Change Budget
Revenue							
Property Taxation	\$102,762,079	\$101,943,800	\$108,992,052	\$107,834,900	\$111,160,900	\$3,326,000	3.1%
Grants and Subsidies	\$69,314,324	\$67,639,600	\$71,037,745	\$68,918,000	\$67,537,100	(\$1,380,900)	(2.0%)
Municipal Recoveries	\$21,585,147	\$21,433,400	\$21,420,304	\$22,074,200	\$21,335,900	(\$738,300)	(3.3%)
Licenses, Permits and Rents	\$8,351,000	\$8,047,900	\$8,371,437	\$8,188,100	\$8,439,300	\$251,200	3.1%
Fines and Penalties	\$54,689	\$55,000	\$51,378	\$52,000	\$52,000	\$ -	-
User Fees and Charges	\$10,591,777	\$10,570,300	\$10,734,367	\$11,048,400	\$11,398,000	\$349,600	3.2%
Sales Revenue	\$1,010,594	\$1,269,200	\$898,070	\$1,108,100	\$1,006,000	(\$102,100)	(9.2%)
Other Revenue	\$3,758,751	\$3,504,700	\$4,019,781	\$3,177,300	\$3,302,600	\$125,300	3.9%
Internal Recoveries	\$6,937,359	\$6,830,300	\$7,586,539	\$7,384,000	\$7,534,800	\$150,800	2.0%
Other Financing	\$45,412	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Revenue	\$224,411,132	\$221,294,200	\$233,111,673	\$229,785,000	\$231,766,600	\$1,981,600	0.9%
Expenditure							
Salaries, Wages and Benefits	\$59,911,452	\$60,109,800	\$64,156,446	\$64,572,900	\$66,542,600	\$1,969,700	3.1%
Supplies, Material and Equipment	\$12,284,153	\$11,669,000	\$11,025,831	\$12,631,400	\$12,828,900	\$197,500	1.6%
Purchased Services	\$24,435,288	\$24,265,900	\$25,747,889	\$27,348,600	\$29,688,200	\$2,339,600	8.6%
Social Assistance	\$60,027,205	\$59,092,200	\$59,085,791	\$59,105,000	\$55,799,100	(\$3,305,900)	(5.6%)
Transfer Payments	\$24,964,577	\$25,512,200	\$25,616,723	\$25,891,800	\$26,546,100	\$654,300	2.5%
Insurance and Financial	\$3,950,544	\$3,750,600	\$3,609,945	\$4,238,200	\$4,209,200	(\$29,000)	(0.7%)
Minor Capital Expenses	\$1,308,402	\$1,249,000	\$422,104	\$535,500	\$676,500	\$141,000	26.3%
Debt Charges	\$5,029,667	\$5,300,300	\$5,240,310	\$5,319,900	\$4,968,000	(\$351,900)	(6.6%)
Internal Charges	\$6,829,273	\$6,715,200	\$7,248,378	\$7,253,600	\$7,385,400	\$131,800	1.8%
Total Expenditure	\$198,740,561	\$197,664,200	\$202,153,417	\$206,896,900	\$208,644,000	\$1,747,100	0.8%
Net Operating Cost / (Revenue)	(\$25,670,571)	(\$23,630,000)	(\$30,958,256)	(\$22,888,100)	(\$23,122,600)	(\$234,500)	1.0%
Transfers							
Transfer from Reserve	(\$3,475,724)	(\$2,157,500)	(\$4,809,249)	(\$2,941,600)	(\$3,889,900)	(\$948,300)	32.2%
Transfer to Capital	\$12,293,000	\$12,293,000	\$11,080,500	\$11,080,500	\$10,691,000	(\$389,500)	(3.5%)
Transfers to Reserve	\$16,853,295	\$13,494,500	\$24,687,005	\$14,749,200	\$16,321,500	\$1,572,300	10.7%
Total Transfers	\$25,670,571	\$23,630,000	\$30,958,256	\$22,888,100	\$23,122,600	\$234,500	1.0%
NET COST / (REVENUE)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-



COUNTY OF WELLINGTON

2021 OPERATING BUDGET IMPACTS FROM CAPITAL

Some capital projects impact the County's operating budget through increased staffing, maintenance costs or debt servicing costs to fund the project. Other projects actually reduce operating costs through efficiencies in systems or increased revenue opportunities.

The table below summarizes the projected operating impact of capital projects scheduled to become operational in 2021, and projects that became operational during 2020 for a partial year.

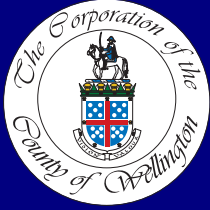
Capital Project	Revenue Impacts	Expenditure Impacts	Net Cost / (Revenue)
Kronos Implementation for Libraries		\$20,000	\$20,000
Library Catalogue Software Enhancement		\$29,000	\$29,000
Asset Management Software		\$22,000	\$22,000
Advanced Malware Security		\$43,000	\$43,000
Debt Interest Charges: Riverstown Leachate System		\$27,000	\$27,000

The County of Wellington has ongoing approved projects that, depending on the outcome, may impact future operating budgets.

- The ambulance station feasibility study approved in 2018 identified the optimal location for construction of six new facilities throughout the County. Potential impacts include increased leasing revenue and increased operational expenses.
- The WT Development feasibility study and Phase 1 business plan will explore potential development of a continuum of care model at Wellington Place which may include retirement home beds, life lease housing and other services to support seniors of Wellington County. The Phase I Continuum of Care project will begin the implementation of the findings and recommendations from the feasibility study.
- In 2019 the County of Wellington undertook a Service Efficiency Review and developed a Strategic Action Plan. The initiative of the plan is to focus attention and provide direction on those items and actions that are most important to County Council and the Senior Management Team. The study outcome identified the top 20 in '20 opportunities. Future budgets may result in future operating impacts as the County aligns the 10 year budget forecast with the priorities identified in the plan.
- The Transportation Master plan initiated in the 2020 capital forecast will provide the County direction for future planning of its transportation network and includes a number of actions to address current road needs and future growth. Potential impacts to both the operating and capital budgets are anticipated.

PROGRAMME DETAILS





Programme Overview

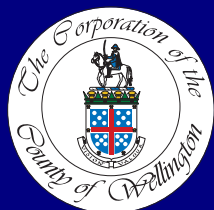
Programme/Service:	General Revenue and Expenditures
Department:	Administered by Treasury
Governance:	Administration, Finance and Human Resources Committee

Programme Description

- This budget contains items which are of a general nature and not specifically allocated to or identified with a particular programme or service
- General revenues include property taxation (including payments-in-lieu), the Ontario Municipal Partnership Fund (OMPF) Grant, and interest earnings
- General expenditures include property assessment services (MPAC), corporate telephone and postage costs, tax write-offs and allowances for other write-offs, banking charges, and general insurance/legal expenditures

2021 Budget Highlights

- The Ontario Municipal Partnership Fund (OMPF) grant is budgeted at \$1,089,700 which is a drop in funding of \$192,200 (15%) from 2020. This represents a drop of over \$3.6 million in annual funding since 2012.
- Tax write-off estimates have been reduced by \$300,000 to \$1.0 million as this amount was a one-time increase in 2020 to deal with potential additional write-offs for farm properties that had flipped back to the residential class.
- Payment-in-lieu (PIL) and supplementary taxes have been estimated at \$2.3 million
- The County's share of MPAC's budget for property assessment services is estimated to be \$1,519,100
- Estimated investment interest of \$2.83 million is transferred to reserves and reserve funds
- Council has authorized the transfer of \$800,000 from the Tax Levy Stabilization Reserve from anticipated 2020 year-end surplus funds in order to get the overall tax impact below 1.25% in 2021 to assist residents and businesses during the COVID-19 pandemic



COUNTY OF WELLINGTON

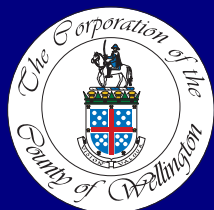
2021 OPERATING BUDGET

Programme/Service: General Revenue and Expenditures

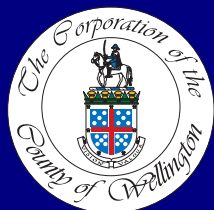
Department: Administered by Treasury

Governance: Administration, Finance and Human Resources Committee

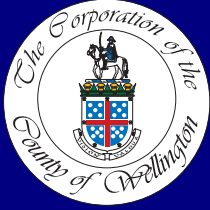
	2019	2019	2020	2020	2021	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Property Taxation	\$102,762,079	\$101,943,800	\$108,998,368	\$107,834,900	\$111,160,900	\$3,326,000	3.1%
Grants & Subsidies	\$2,233,100	\$1,414,200	\$1,281,900	\$1,281,900	\$1,089,700	(\$192,200)	(15.0%)
Sales Revenue	\$18,300	\$18,400	\$13,955	\$18,800	\$19,200	\$400	2.1%
Other Revenue	\$3,075,464	\$3,154,000	\$3,428,112	\$2,744,000	\$2,837,000	\$93,000	3.4%
Internal Recoveries	\$34,875	\$42,500	\$35,053	\$42,500	\$42,500	\$ -	-
Total Revenue	\$108,123,818	\$106,572,900	\$113,757,388	\$111,922,100	\$115,149,300	\$3,227,200	2.9%
Expenditure							
Salaries, Wages and Benefits	\$47,194	\$ -	\$60,174	\$ -	\$ -	\$ -	-
Supplies, Material & Equipment	\$30,488	\$23,300	\$16,020	\$28,500	\$29,300	\$800	2.8%
Purchased Services	\$2,221,916	\$2,309,900	\$2,614,367	\$2,344,500	\$2,380,600	\$36,100	1.5%
Insurance & Financial	\$1,409,794	\$1,306,800	\$963,925	\$1,612,200	\$1,365,600	(\$246,600)	(15.3%)
Total Expenditure	\$3,709,392	\$3,640,000	\$3,654,486	\$3,985,200	\$3,775,500	(\$209,700)	(5.3%)
Net Operating Cost / (Revenue)	(\$104,414,426)	(\$102,932,900)	(\$110,102,902)	(\$107,936,900)	(\$111,373,800)	(\$3,436,900)	3.2%
Transfers							
Transfer from Reserve	\$ -	\$ -	(\$200,000)	(\$200,000)	(\$806,700)	(\$606,700)	303.4%
Transfers to Reserve	\$5,979,228	\$3,854,000	\$4,070,962	\$3,444,000	\$3,637,000	\$193,000	5.6%
Total Transfers	\$5,979,228	\$3,854,000	\$3,870,962	\$3,244,000	\$2,830,300	(\$413,700)	(12.8%)
NET COST / (REVENUE)	(\$98,435,198)	(\$99,078,900)	(\$106,231,940)	(\$104,692,900)	(\$108,543,500)	(\$3,850,600)	3.7%

**COUNTY OF WELLINGTON****2021 –2030 OPERATING BUDGET****Programme/Service:** General Revenue and Expenditures**Department:** Administered by Treasury**Governance:** Administration, Finance and Human Resources Committee

	2021	2022	Projected 2023	2024	2025
REVENUE					
Grants & Subsidies	\$1,089,700	\$817,300	\$544,900	\$272,500	
Sales Revenue	\$19,200	\$19,600	\$20,000	\$20,400	\$20,800
Other Revenue	\$2,837,000	\$2,932,000	\$3,032,000	\$3,137,000	\$3,247,000
Internal Recoveries	\$42,500	\$42,500	\$42,500	\$42,500	\$42,500
PILs and Supplementary Taxes	\$111,160,900	\$116,901,400	\$122,817,600	\$129,320,900	\$135,620,500
Total Revenue	\$115,149,300	\$120,712,800	\$126,457,000	\$132,793,300	\$138,930,800
EXPENDITURES					
Supplies, Material & Equipment	\$29,300	\$30,100	\$30,900	\$31,700	\$32,600
Purchased Services	\$2,380,600	\$2,451,500	\$2,524,400	\$2,599,300	\$2,676,700
Insurance & Financial	\$1,365,600	\$1,374,100	\$1,383,200	\$1,392,300	\$1,401,600
Total Expenditures	\$3,775,500	\$3,855,700	\$3,938,500	\$4,023,300	\$4,110,900
Net Operating Cost / (Revenue)	(\$111,373,800)	(\$116,857,100)	(\$122,518,500)	(\$128,770,000)	(\$134,819,900)
TRANSFERS					
Transfer from Reserves	(\$806,700)	(\$1,900,000)	(\$800,000)	(\$200,000)	(\$1,800,000)
Transfer to Reserves	\$3,637,000	\$3,732,000	\$3,832,000	\$3,937,000	\$4,047,000
Total Transfers	\$2,830,300	\$1,832,000	\$3,032,000	\$3,737,000	\$2,247,000
TAX LEVY REQUIREMENT	(\$108,543,500)	(\$115,025,100)	(\$119,486,500)	(\$125,033,000)	(\$132,572,900)
yr/yr % change	3.7%	6.0%	3.9%	4.6%	6.0%

**COUNTY OF WELLINGTON****2021 –2030 OPERATING BUDGET****Programme/Service:** General Revenue and Expenditures**Department:** Administered by Treasury**Governance:** Administration, Finance and Human Resources Committee

	2026	2027	Projected 2028	2029	2030
REVENUE					
Grants & Subsidies					
Sales Revenue	\$21,200	\$21,200	\$21,800	\$22,500	\$23,200
Other Revenue	\$3,362,000	\$3,482,000	\$3,482,000	\$3,482,000	\$3,482,000
Internal Recoveries	\$42,500	\$42,500	\$42,500	\$42,500	\$42,500
PILs and Supplementary Taxes	\$142,211,900	\$148,568,100	\$155,024,900	\$162,272,600	\$169,850,100
Total Revenue	\$145,637,600	\$152,113,800	\$158,571,200	\$165,819,600	\$173,397,800
EXPENDITURES					
Supplies, Material & Equipment	\$33,500	\$34,400	\$35,700	\$36,600	\$37,700
Purchased Services	\$2,756,400	\$2,838,900	\$2,923,300	\$3,012,400	\$3,103,800
Insurance & Financial	\$1,410,900	\$1,420,300	\$1,423,800	\$1,436,400	\$1,441,300
Total Expenditures	\$4,200,800	\$4,293,600	\$4,382,800	\$4,485,400	\$4,582,800
Net Operating Cost / (Revenue)	(\$141,436,800)	(\$147,820,200)	(\$154,188,400)	(\$161,334,200)	(\$168,815,000)
TRANSFERS					
Transfer from Reserves	(\$1,800,000)	(\$1,100,000)		(\$1,100,000)	
Transfer to Reserves	\$4,162,000	\$4,282,000	\$4,282,000	\$4,282,000	\$4,282,000
Total Transfers	\$2,362,000	\$3,182,000	\$4,282,000	\$3,182,000	\$4,282,000
TAX LEVY REQUIREMENT	(\$139,074,800)	(\$144,638,200)	(\$149,906,400)	(\$158,152,200)	(\$164,533,000)
yr/yr % change	4.9%	4.0%	3.6%	5.5%	4.0%



Programme Overview

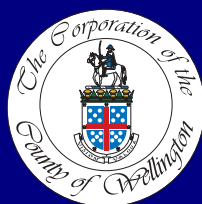
Programme/Service:	County Council
Department:	Administered by the Chief Administrative Officer
Governance:	Administration, Finance and Human Resources Committee

Programme Description

- As the governing body of the County, it is the role of council to:
 - represent the public and to consider the well-being and interests of the municipality;
 - develop and evaluate the policies and programmes of the municipality;
 - determine which services the municipality provides;
 - ensure that administrative practices and procedures are in place to implement the decisions of council;
 - ensure accountability and transparency of the operations of the municipality;
 - maintain the financial integrity of the municipality; and
 - carry out the duties of council under all relevant legislation
- County Council is comprised of the mayors of the seven member municipalities and nine directly elected ward councillors
- The Warden is the head of Council and is chosen by Council every two years. It is the role of the head of Council to:
 - act as chief executive officer of the municipality;
 - preside over council meetings;
 - provide leadership to the council;
 - represent the municipality at official functions; and
 - carry out the duties of the head of council under any provincial act.
- The following committees and boards report to County Council, which meets monthly: Administration, Finance and Human Resources; Social Services; Roads; Solid Waste Services; Planning and Land Division; Information, Heritage and Seniors; Wellington County Library Board; Wellington County Police Services Board; Economic Development; Warden's Advisory Committee
- In 2019 County Council approved its Strategic Action Plan called "Future Focused. People Invested." Council also commissioned a Service Efficiency Review conducted by KPMG that identified the Top 20 Opportunities in 2020 to determine if there are more efficient, effective or economical means to deliver municipal services. The remainder of the term will be focused on implementing the objectives identified in these strategic documents.

2021 Budget Highlights

- The 2021 budget provides for the salaries and benefits for Council members and various Council and Committee expenses.



COUNTY OF WELLINGTON

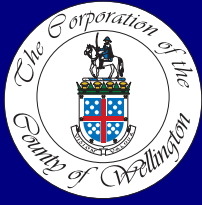
2021 OPERATING BUDGET

Programme/Service: County Council

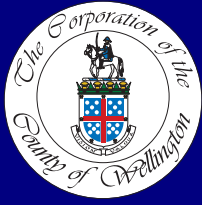
Department: Administered by the Chief Administrative Officer

Governance: Administration, Finance and Human Resources Committee

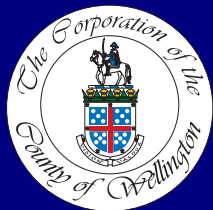
	2019	2019	2020	2020	2021	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Expenditure							
Salaries, Wages and Benefits	\$938,821	\$952,200	\$945,964	\$973,000	\$972,200	(\$800)	(0.1%)
Supplies, Material & Equipment	\$40,192	\$58,500	\$31,685	\$56,000	\$56,000	\$ -	-
Purchased Services	\$208,229	\$215,100	\$121,675	\$232,800	\$232,800	\$ -	-
Insurance & Financial	\$18,177	\$10,300	\$11,276	\$10,700	\$10,100	(\$600)	(5.6%)
Total Expenditure	\$1,205,419	\$1,236,100	\$1,110,600	\$1,272,500	\$1,271,100	(\$1,400)	(0.1%)
Net Operating Cost / (Revenue)	\$1,205,419	\$1,236,100	\$1,110,600	\$1,272,500	\$1,271,100	(\$1,400)	(0.1%)
Transfers							
NET COST / (REVENUE)	\$1,205,419	\$1,236,100	\$1,110,600	\$1,272,500	\$1,271,100	(\$1,400)	(0.1%)

**COUNTY OF WELLINGTON****2021 –2030 OPERATING BUDGET****Programme/Service: County Council****Department: Administered by the Chief Administrative Officer****Governance: Administration, Finance and Human Resources Committee**

	Projected				
	2021	2022	2023	2024	2025
EXPENDITURES					
Salaries, Wages and Benefits	\$972,200	\$994,800	\$1,020,400	\$1,047,200	\$1,077,200
Supplies, Material & Equipment	\$56,000	\$83,000	\$59,600	\$61,400	\$63,300
Purchased Services	\$232,800	\$240,000	\$247,300	\$255,000	\$262,900
Insurance & Financial	\$10,100	\$10,500	\$10,900	\$11,400	\$11,800
Total Expenditures	\$1,271,100	\$1,328,300	\$1,338,200	\$1,375,000	\$1,415,200
Net Operating Cost / (Revenue)	\$1,271,100	\$1,328,300	\$1,338,200	\$1,375,000	\$1,415,200
TAX LEVY REQUIREMENT					
yr/yr % change	(0.1%)	4.5%	0.7%	2.7%	2.9%

**COUNTY OF WELLINGTON****2021 –2030 OPERATING BUDGET****Programme/Service: County Council****Department: Administered by the Chief Administrative Officer****Governance: Administration, Finance and Human Resources Committee**

	2026	2027	Projected 2028	2029	2030
EXPENDITURES					
Salaries, Wages and Benefits	\$1,110,700	\$1,145,100	\$1,180,600	\$1,217,300	\$1,254,900
Supplies, Material & Equipment	\$90,500	\$67,300	\$69,500	\$71,700	\$99,800
Purchased Services	\$271,100	\$279,400	\$287,900	\$296,300	\$305,400
Insurance & Financial	\$12,300	\$12,900	\$12,900	\$14,100	\$14,700
Total Expenditures	\$1,484,600	\$1,504,700	\$1,550,900	\$1,599,400	\$1,674,800
Net Operating Cost / (Revenue)	\$1,484,600	\$1,504,700	\$1,550,900	\$1,599,400	\$1,674,800
TAX LEVY REQUIREMENT					
yr/yr % change	4.9%	1.4%	3.1%	3.1%	4.7%



Programme Overview

Programme/Service:	Office of the CAO and Clerk
Department:	Office of the CAO and Clerk
Governance:	Administration, Finance and Human Resources Committee

Programme Description

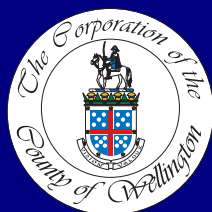
The Office of the CAO and Clerk is responsible for general management and the information technology resources of the Corporation. Our role includes:

- Implementing strategic directions as approved by County Council
- General management of the operation of the corporation
- Fulfillment of statutory responsibilities as set out in the *Municipal Act* and other legislation, including records retention, Council/Committee agendas and minutes, by-laws, etc.
- Responsible for corporate communications function
- Hardware and software provision and maintenance
- Network administration and technical support for all County operations and work locations
- Web site development and maintenance

2021 Budget Highlights

- The annualization of the Asset Management Systems Analyst added in 2020. The addition of a System Administrator position is included in 2022.
- Increases have been made to software maintenance and licensing in 2021 (\$180,000) to address increases in Microsoft and Adobe licensing costs and additional staff use of the software.
- The 2021-30 capital forecast includes life cycle replacement activities for network, server, switches, phones, disaster recovery and electronic storage. Applications services implementations include continued work on the corporate asset management software and Kronos scheduling software for County Library Services. Information management forecasts life cycle updates to the County website and intranet.

Staff Complement (Full time equivalents)	2020	2021
CAO	1.0	1.0
Clerk's Office	6.7	6.7
Corporate Communications	5.3	5.3
Information Technology	21.7	22.0
Total	34.7	35.0
Current employee count: 35		



COUNTY OF WELLINGTON

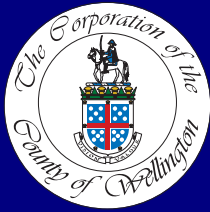
2021 OPERATING BUDGET

Programme/Service: Office of the CAO and Clerk

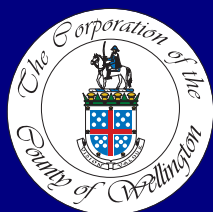
Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

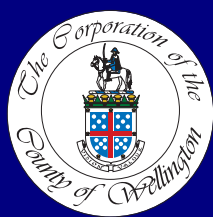
	2019	2019	2020	2020	2021	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
User Fees & Charges	\$456	\$600	\$359	\$600	\$600	\$ -	-
Sales Revenue	\$16,821	\$20,000	\$7,671	\$20,000	\$20,000	\$ -	-
Other Revenue	\$163,148	\$14,800	\$25,800	\$25,800	\$22,000	(\$3,800)	(14.7%)
Internal Recoveries	\$1,854,110	\$1,854,000	\$1,793,300	\$1,793,300	\$1,605,800	(\$187,500)	(10.5%)
Total Revenue	\$2,034,535	\$1,889,400	\$1,827,130	\$1,839,700	\$1,648,400	(\$191,300)	(10.4%)
Expenditure							
Salaries, Wages and Benefits	\$3,656,659	\$3,743,700	\$3,840,020	\$3,937,000	\$4,028,000	\$91,000	2.3%
Supplies, Material & Equipment	\$140,551	\$198,500	\$214,480	\$183,400	\$194,900	\$11,500	6.3%
Purchased Services	\$1,448,091	\$1,212,000	\$1,107,632	\$1,340,100	\$1,543,300	\$203,200	15.2%
Insurance & Financial	\$74,731	\$81,600	\$120,629	\$115,400	\$123,200	\$7,800	6.8%
Internal Charges	\$633	\$2,000	\$501	\$2,100	\$2,100	\$ -	-
Total Expenditure	\$5,320,665	\$5,237,800	\$5,283,262	\$5,578,000	\$5,891,500	\$313,500	5.6%
Net Operating Cost / (Revenue)	\$3,286,130	\$3,348,400	\$3,456,132	\$3,738,300	\$4,243,100	\$504,800	13.5%
Transfers							
Transfer to Capital	\$320,000	\$320,000	\$262,000	\$262,000	\$ -	(\$262,000)	(100.0%)
Transfers to Reserve	\$148,453	\$ -	\$ -	\$ -	\$300,000	\$300,000	-
Total Transfers	\$468,453	\$320,000	\$262,000	\$262,000	\$300,000	\$38,000	14.5%
NET COST / (REVENUE)	\$3,754,583	\$3,668,400	\$3,718,132	\$4,000,300	\$4,543,100	\$542,800	13.6%

**COUNTY OF WELLINGTON****2021 –2030 OPERATING BUDGET****Programme/Service:** Office of the CAO and Clerk**Department:** Office of the CAO and Clerk**Governance:** Administration, Finance and Human Resources Committee

	2021	2022	Projected 2023	2024	2025
REVENUE					
User Fees & Charges	\$600	\$600	\$600	\$600	\$600
Sales Revenue	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Other Revenue	\$22,000	\$22,600	\$23,200	\$23,800	\$24,400
Internal Recoveries	\$1,605,800	\$1,653,900	\$1,703,600	\$1,754,700	\$1,807,200
Total Revenue	\$1,648,400	\$1,697,100	\$1,747,400	\$1,799,100	\$1,852,200
EXPENDITURES					
Salaries, Wages and Benefits	\$4,028,000	\$4,227,100	\$4,366,700	\$4,501,700	\$4,643,500
Supplies, Material & Equipment	\$194,900	\$203,700	\$199,700	\$208,800	\$218,400
Purchased Services	\$1,543,300	\$1,585,900	\$1,626,400	\$1,667,900	\$1,710,700
Insurance & Financial	\$123,200	\$127,400	\$130,500	\$133,500	\$136,700
Internal Charges	\$2,100	\$2,100	\$2,100	\$2,100	\$2,100
Total Expenditures	\$5,891,500	\$6,146,200	\$6,325,400	\$6,514,000	\$6,711,400
Net Operating Cost / (Revenue)	\$4,243,100	\$4,449,100	\$4,578,000	\$4,714,900	\$4,859,200
TRANSFERS					
Transfer to Capital					
Transfer to Reserves	\$300,000	\$450,000	\$450,000	\$450,000	\$450,000
Total Transfers	\$300,000	\$450,000	\$450,000	\$450,000	\$450,000
TAX LEVY REQUIREMENT	\$4,543,100	\$4,899,100	\$5,028,000	\$5,164,900	\$5,309,200
yr/yr % change	13.6%	7.8%	2.6%	2.7%	2.8%

**COUNTY OF WELLINGTON****2021 –2030 OPERATING BUDGET****Programme/Service:** Office of the CAO and Clerk**Department:** Office of the CAO and Clerk**Governance:** Administration, Finance and Human Resources Committee

	2026	2027	Projected 2028	2029	2030
REVENUE					
User Fees & Charges	\$600	\$600	\$600	\$600	\$600
Sales Revenue	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Other Revenue	\$25,000	\$25,600	\$26,300	\$27,100	\$27,900
Internal Recoveries	\$1,861,500	\$1,917,400	\$1,975,000	\$2,034,100	\$2,095,200
Total Revenue	\$1,907,100	\$1,963,600	\$2,021,900	\$2,081,800	\$2,143,700
EXPENDITURES					
Salaries, Wages and Benefits	\$4,799,100	\$4,955,200	\$5,115,400	\$5,284,000	\$5,456,900
Supplies, Material & Equipment	\$241,000	\$237,900	\$245,800	\$252,800	\$259,500
Purchased Services	\$1,754,800	\$1,799,800	\$1,850,200	\$1,898,000	\$1,949,400
Insurance & Financial	\$139,900	\$143,300	\$145,800	\$150,400	\$154,400
Internal Charges	\$2,100	\$2,100	\$2,100	\$2,100	\$2,100
Total Expenditures	\$6,936,900	\$7,138,300	\$7,359,300	\$7,587,300	\$7,822,300
Net Operating Cost / (Revenue)	\$5,029,800	\$5,174,700	\$5,337,400	\$5,505,500	\$5,678,600
TRANSFERS					
Transfer to Capital					
Transfer to Reserves	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000
Total Transfers	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000
TAX LEVY REQUIREMENT					
	\$5,479,800	\$5,624,700	\$5,787,400	\$5,955,500	\$6,128,600
yr/yr % change	3.2%	2.6%	2.9%	2.9%	2.9%



COUNTY OF WELLINGTON

2021-2030 CAPITAL BUDGET

Programme/Service:

Information Technology

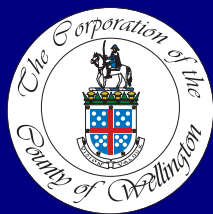
Department:

Office of the CAO and Clerk

Governance:

Administration, Finance and Human Resources Committee

	2021	2022	2023	2024	2025	5 Year Total
Technical Services						
Wifi Unit Replacement	\$100,000					\$100,000
Main Core Switches	\$120,000	\$30,000				\$150,000
Back up Server Replacement		\$35,000				\$35,000
Advanced Malware Security						
Server Replacement		\$60,000	\$110,000	\$110,000		\$280,000
A/C Cooling 138 Wyndham St		\$80,000				\$80,000
Storage Replacement			\$200,000	\$200,000		\$400,000
Network Replacement			\$110,000	\$110,000		\$220,000
Disaster Recovery A/C Replacement			\$50,000			\$50,000
Archive Storage Replacement			\$40,000		\$40,000	\$80,000
Server Expansion				\$50,000		\$50,000
Storage Expansion				\$40,000		\$40,000
IT Van Replacement					\$50,000	\$50,000
Point to Point Radios Guelph					\$35,000	\$35,000
Disaster Recovery UPS Replacement					\$50,000	\$50,000
Phone Set Replacement					\$200,000	\$200,000
UPS Data Centre 138 Wyndham St						
Network Equipment UPS Replacement						
Firewall and VPN Replacement						
Total Technical Services	\$220,000	\$205,000	\$510,000	\$510,000	\$375,000	\$1,820,000
Application Services						
Asset Management Software	\$50,000					\$50,000
Kronos: Library Implementation	\$160,000					\$160,000
Human Resources Management System		\$150,000				\$150,000
Future Application System Enhancements		\$200,000	\$200,000	\$200,000	\$200,000	\$800,000
Phone Gateway Replacement				\$90,000		\$90,000
Total Application Services	\$210,000	\$350,000	\$200,000	\$290,000	\$200,000	\$1,250,000
Information Management						
Intranet Upgrade				\$70,000		\$70,000
County Website Upgrade		\$67,000				\$67,000
Total Information Management		\$67,000		\$70,000		\$137,000
Total	\$430,000	\$622,000	\$710,000	\$870,000	\$575,000	\$3,207,000
Sources of Financing						
Recoveries	\$51,000	\$97,000	\$117,000	\$154,000	\$75,000	\$494,000
Reserves	\$329,000	\$525,000	\$593,000	\$716,000	\$500,000	\$2,663,000
Federal Gas Tax	\$50,000					\$50,000
Total Financing	\$430,000	\$622,000	\$710,000	\$870,000	\$575,000	\$3,207,000



COUNTY OF WELLINGTON

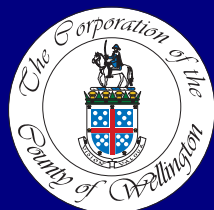
2021-2030 CAPITAL BUDGET

Programme/Service: Information Technology

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

	2026	2027	2028	2029	2030	10 Year Total
Technical Services						
Wifi Unit Replacement	\$100,000					\$200,000
Main Core Switches			\$135,000	\$35,000		\$320,000
Back up Server Replacement		\$40,000				\$75,000
Advanced Malware Security		\$50,000				\$50,000
Server Replacement		\$70,000	\$115,000	\$115,000		\$580,000
A/C Cooling 138 Wyndham St						\$80,000
Storage Replacement			\$240,000	\$240,000		\$880,000
Network Replacement		\$100,000			\$120,000	\$440,000
Disaster Recovery A/C Replacement						\$50,000
Archive Storage Replacement			\$45,000		\$45,000	\$170,000
Server Expansion						\$50,000
Storage Expansion						\$40,000
IT Van Replacement					\$50,000	\$100,000
Point to Point Radios Guelph					\$40,000	\$75,000
Disaster Recovery UPS Replacement					\$50,000	\$100,000
Phone Set Replacement						\$200,000
UPS Data Centre 138 Wyndham St	\$80,000					\$80,000
Network Equip UPS Replacement		\$50,000				\$50,000
Firewall and VPN Replacement		\$80,000				\$80,000
Total Technical Services	\$180,000	\$390,000	\$535,000	\$390,000	\$305,000	\$3,620,000
Application Services						
Asset Management Software						\$50,000
Kronos: Library Implementation						\$160,000
Human Res Management System						\$150,000
Future App System Enhancements	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,800,000
Phone Gateway Replacement						\$90,000
Total Application Services	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$2,250,000
Information Management						
Intranet Upgrade					\$70,000	\$140,000
County Website Upgrade		\$67,000				\$134,000
Total Information Management		\$67,000			\$70,000	\$274,000
Total	\$380,000	\$657,000	\$735,000	\$590,000	\$575,000	\$6,144,000
Sources of Financing						
Recoveries	\$41,000	\$105,000	\$122,000	\$89,000	\$75,000	\$926,000
Reserves	\$339,000	\$552,000	\$613,000	\$501,000	\$500,000	\$5,168,000
Federal Gas Tax						\$50,000
Total Financing	\$380,000	\$657,000	\$735,000	\$590,000	\$575,000	\$6,144,000



Programme Overview

Programme/Service:	Financial Services and Purchasing / Risk Management
Department:	Treasury
Governance:	Administration, Finance and Human Resources Committee

Programme Description

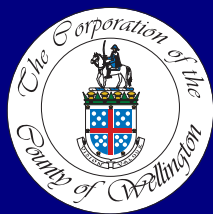
The Treasury Department is responsible for the prudent management of the financial resources of the Corporation. Our role is to:

- Provide advice and recommendations to Council on all financial matters affecting the Corporation
- Ensure the long term financial health of the Corporation
- Develop, recommend and implement corporate financial and procurement policies
- Financial Services responsibilities include: corporate budget development; financial management; accounting and reporting; development and administration of corporate financial policies; property tax policy; assessment base management; cash and investment management; performance measurement; as well as asset management and reporting.
- Purchasing and Risk Management is responsible for implementing the centralized purchasing function within the County, ensuring that County procurement is carried out in an open and accountable manner, and securing the appropriate level of insurance for County assets, employees and councillors.

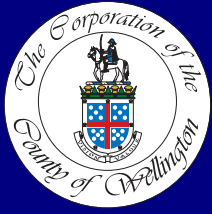
2021 Budget Highlights

- The annualization of two full-time permanent Asset Management Analyst positions added in 2020 as well as the annualization of a two-year contract GIS Technician for Asset Management
- Purchased services include annual licensing for the County's corporate financial system, external audit fees, municipal benchmarking (BMA) study and the annual credit rating review
- Costs related to the coordination of Asset Management activities with our member municipalities are funded using the County's Provincial Modernization grant.
- A new Development Charge Background Study is scheduled to be updated over 2021 and 2022

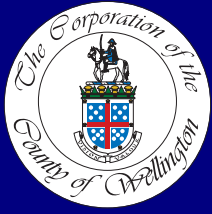
Staff Complement (Full time equivalents)	2020	2021
Financial Services	11.9	11.9
Asset Management	1.9	4.0
Purchasing and Risk Management	2.3	2.3
Total	16.1	18.2
Current employee count: 21		
The current employee count includes two Treasury staff members working in Social Services.		

**COUNTY OF WELLINGTON****2021 OPERATING BUDGET****Programme/Service: Financial Services and Purchasing / Risk Management****Department: Treasury****Governance: Administration, Finance and Human Resources Committee**

			2020			\$ Change	% Change
	2019	2019	Preliminary	2020	2021	Budget	Budget
	Actuals	Budget	Actuals	Budget	Budget		
Revenue							
Other Revenue	\$101,525	\$6,400	\$783	\$700	\$1,700	\$1,000	142.9%
Internal Recoveries	\$539,126	\$538,600	\$576,100	\$576,100	\$561,000	(\$15,100)	(2.6%)
Total Revenue	\$640,651	\$545,000	\$576,883	\$576,800	\$562,700	(\$14,100)	(2.4%)
Expenditure							
Salaries, Wages and Benefits	\$1,775,543	\$1,746,000	\$1,864,306	\$2,108,700	\$2,077,600	(\$31,100)	(1.5%)
Supplies, Material & Equipment	\$41,868	\$52,700	\$72,106	\$44,100	\$51,600	\$7,500	17.0%
Purchased Services	\$317,240	\$370,400	\$284,623	\$487,000	\$565,700	\$78,700	16.2%
Transfer Payments	\$ -	\$ -	\$ -	\$100,000	\$ -	(\$100,000)	(100.0%)
Insurance & Financial	\$223,611	\$191,000	\$97,673	\$199,300	\$207,300	\$8,000	4.0%
Internal Charges	\$1,936	\$3,000	\$1,349	\$3,000	\$3,000	\$ -	-
Total Expenditure	\$2,360,198	\$2,363,100	\$2,320,057	\$2,942,100	\$2,905,200	(\$36,900)	(1.3%)
Net Operating Cost / (Revenue)	\$1,719,547	\$1,818,100	\$1,743,174	\$2,365,300	\$2,342,500	(\$22,800)	(1.0%)
Transfers							
Transfer from Reserve	(\$108,301)	(\$164,600)	(\$186,711)	(\$582,100)	(\$401,800)	\$180,300	(31.0%)
Transfers to Reserve	\$150,000	\$150,000	\$150,000	\$150,000	\$175,000	\$25,000	16.7%
Total Transfers	\$41,699	(\$14,600)	(\$36,711)	(\$432,100)	(\$226,800)	\$205,300	(47.5%)
NET COST / (REVENUE)	\$1,761,246	\$1,803,500	\$1,706,463	\$1,933,200	\$2,115,700	\$182,500	9.4%

**COUNTY OF WELLINGTON****2021 –2030 OPERATING BUDGET****Programme/Service: Financial Services and Purchasing / Risk Management****Department: Treasury****Governance: Administration, Finance and Human Resources Committee**

	2021	2022	Projected 2023	2024	2025
REVENUE					
Other Revenue	\$1,700	\$1,800	\$1,900	\$2,000	\$2,100
Internal Recoveries	\$561,000	\$577,800	\$595,100	\$612,900	\$631,300
Total Revenue	\$562,700	\$579,600	\$597,000	\$614,900	\$633,400
EXPENDITURES					
Salaries, Wages and Benefits	\$2,077,600	\$2,136,200	\$2,159,900	\$2,240,200	\$2,316,500
Supplies, Material & Equipment	\$51,600	\$45,100	\$46,000	\$46,900	\$47,800
Purchased Services	\$565,700	\$565,400	\$527,900	\$539,600	\$551,400
Insurance & Financial	\$207,300	\$211,100	\$213,700	\$217,800	\$222,100
Internal Charges	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Total Expenditures	\$2,905,200	\$2,960,800	\$2,950,500	\$3,047,500	\$3,140,800
Net Operating Cost / (Revenue)	\$2,342,500	\$2,381,200	\$2,353,500	\$2,432,600	\$2,507,400
TRANSFERS					
Transfer from Reserves	(\$401,800)	(\$275,400)	(\$180,100)	(\$182,800)	(\$185,600)
Transfer to Reserves	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000
Total Transfers	(\$226,800)	(\$100,400)	(\$5,100)	(\$7,800)	(\$10,600)
TAX LEVY REQUIREMENT	\$2,115,700	\$2,280,800	\$2,348,400	\$2,424,800	\$2,496,800
yr/yr % change	9.4%	7.8%	3.0%	3.3%	3.0%



COUNTY OF WELLINGTON

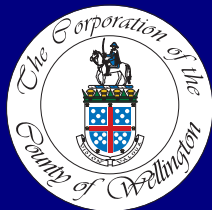
2021 –2030 OPERATING BUDGET

Programme/Service: Financial Services and Purchasing / Risk Management

Department: Treasury

Governance: Administration, Finance and Human Resources Committee

	2026	2027	Projected 2028	2029	2030
REVENUE					
Other Revenue	\$2,200	\$2,300	\$2,400	\$2,500	\$2,600
Internal Recoveries	\$650,200	\$669,600	\$689,700	\$710,400	\$731,600
Total Revenue	\$652,400	\$671,900	\$692,100	\$712,900	\$734,200
EXPENDITURES					
Salaries, Wages and Benefits	\$2,392,200	\$2,470,200	\$2,550,500	\$2,635,000	\$2,722,200
Supplies, Material & Equipment	\$48,700	\$49,600	\$50,500	\$52,000	\$53,300
Purchased Services	\$613,800	\$627,900	\$593,000	\$607,200	\$624,300
Insurance & Financial	\$226,100	\$230,400	\$234,200	\$239,100	\$242,500
Internal Charges	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Total Expenditures	\$3,283,800	\$3,381,100	\$3,431,200	\$3,536,300	\$3,645,300
Net Operating Cost / (Revenue)	\$2,631,400	\$2,709,200	\$2,739,100	\$2,823,400	\$2,911,100
TRANSFERS					
Transfer from Reserves	(\$233,400)	(\$236,200)	(\$194,100)	(\$197,200)	(\$197,200)
Transfer to Reserves	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000
Total Transfers	(\$58,400)	(\$61,200)	(\$19,100)	(\$22,200)	(\$22,200)
TAX LEVY REQUIREMENT	\$2,573,000	\$2,648,000	\$2,720,000	\$2,801,200	\$2,888,900
yr/yr % change	3.1%	2.9%	2.7%	3.0%	3.1%



Programme Overview

Programme/Service:	Human Resources
Department:	Human Resources
Governance:	Administration, Finance and Human Resources Committee

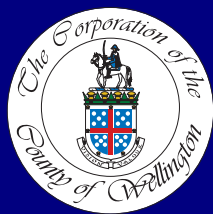
Programme Description

- Coordinate all hiring, termination and disciplinary actions of all County employees
- Negotiate and administer collective agreements
- Manage short and long term disability programmes
- Deliver Occupational Health and Safety Programme
- Administer payroll, employee benefits and pension plan
- Development and administration of human resources policies and procedures
- Coordinating activities of the County's Accessibility Advisory Committee

2021 Budget Highlights

- Occupational accident and excess indemnity premiums are included in the health and safety budget, and are funded from the WSIB reserve (as are other health and safety costs)
- Accessibility grants are available for the seven member municipalities in order to facilitate improved access in municipal buildings throughout the County. This is budgeted at \$70,000, which amounts to \$10,000 for each local municipality.
- Funding for a three-year partnership with Canadian Mental Health Association (CMHA) of Waterloo-Wellington to support employee wellness programmes and to support promoting life and preventing suicide in Wellington. The County share of this project is funded by the Employee Benefits Reserve.
- The addition of a Health and Safety Assistant position is included in the forecast in 2022.

Staff Complement (Full time equivalents)	2020	2021
Human Resources	10.3	10.3
Health and Safety	1.0	1.0
Accessibility Advisory Committee	1.0	1.0
Total	12.3	12.3
Current employee count: 15		
The Current employee count includes three HR staff members working at Wellington Terrace and partially budgeted in HR		



COUNTY OF WELLINGTON

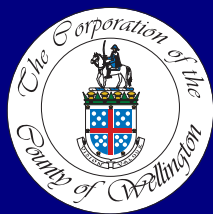
2021 OPERATING BUDGET

Programme/Service: Human Resources

Department: Human Resources

Governance: Administration, Finance and Human Resources Committee

			2020			\$ Change	% Change
	2019	2019	Preliminary	2020	2021	Budget	Budget
	Actuals	Budget	Actuals	Budget	Budget		
Revenue							
Other Revenue	\$12,805	\$15,000	\$26,400	\$26,400	\$26,800	\$400	1.5%
Internal Recoveries	\$1,052,976	\$1,050,800	\$896,600	\$896,600	\$944,000	\$47,400	5.3%
Total Revenue	\$1,065,781	\$1,065,800	\$923,000	\$923,000	\$970,800	\$47,800	5.2%
Expenditure							
Salaries, Wages and Benefits	\$1,594,063	\$1,560,900	\$1,596,748	\$1,388,700	\$1,447,100	\$58,400	4.2%
Supplies, Material & Equipment	\$185,596	\$135,300	\$77,666	\$133,700	\$156,100	\$22,400	16.8%
Purchased Services	\$487,823	\$458,800	\$486,443	\$666,600	\$678,500	\$11,900	1.8%
Transfer Payments	\$80,000	\$70,000	\$83,063	\$90,000	\$90,000	\$ -	-
Insurance & Financial	\$266,554	\$266,300	\$276,106	\$276,100	\$283,300	\$7,200	2.6%
Internal Charges	\$1,106	\$1,500	\$1,336	\$1,500	\$1,500	\$ -	-
Total Expenditure	\$2,615,142	\$2,492,800	\$2,521,362	\$2,556,600	\$2,656,500	\$99,900	3.9%
Net Operating Cost / (Revenue)	\$1,549,361	\$1,427,000	\$1,598,362	\$1,633,600	\$1,685,700	\$52,100	3.2%
Transfers							
Transfer from Reserve	(\$513,364)	(\$419,200)	(\$504,075)	(\$568,200)	(\$582,200)	(\$14,000)	2.5%
Transfers to Reserve	\$ -	\$ -	\$5,000	\$ -	\$ -	\$ -	-
Total Transfers	(\$513,364)	(\$419,200)	(\$499,075)	(\$568,200)	(\$582,200)	(\$14,000)	2.5%
NET COST / (REVENUE)	\$1,035,997	\$1,007,800	\$1,099,287	\$1,065,400	\$1,103,500	\$38,100	3.6%



COUNTY OF WELLINGTON

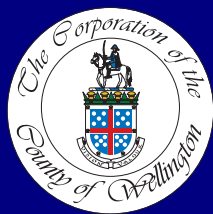
2021 –2030 OPERATING BUDGET

Programme/Service: Human Resources

Department: Human Resources

Governance: Administration, Finance and Human Resources Committee

	2021	2022	Projected 2023	2024	2025
REVENUE					
Other Revenue	\$26,800	\$27,600	\$28,400	\$29,300	\$30,200
Internal Recoveries	\$944,000	\$972,300	\$1,001,500	\$1,031,600	\$1,062,600
Total Revenue	\$970,800	\$999,900	\$1,029,900	\$1,060,900	\$1,092,800
EXPENDITURES					
Salaries, Wages and Benefits	\$1,447,100	\$1,574,000	\$1,657,500	\$1,719,200	\$1,774,900
Supplies, Material & Equipment	\$156,100	\$135,300	\$139,000	\$142,800	\$146,600
Purchased Services	\$678,500	\$798,500	\$749,900	\$779,700	\$795,200
Transfer Payments	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
Insurance & Financial	\$283,300	\$286,200	\$287,900	\$289,300	\$290,600
Internal Charges	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Total Expenditures	\$2,656,500	\$2,885,500	\$2,925,800	\$3,022,500	\$3,098,800
Net Operating Cost / (Revenue)	\$1,685,700	\$1,885,600	\$1,895,900	\$1,961,600	\$2,006,000
TRANSFERS					
Transfer from Reserves	(\$582,200)	(\$611,600)	(\$598,200)	(\$611,300)	(\$625,900)
Total Transfers	(\$582,200)	(\$611,600)	(\$598,200)	(\$611,300)	(\$625,900)
TAX LEVY REQUIREMENT					
yr/yr % change	3.6%	15.5%	1.9%	4.1%	2.2%



COUNTY OF WELLINGTON

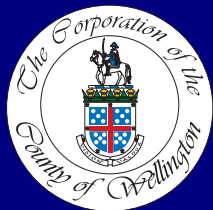
2021 –2030 OPERATING BUDGET

Programme/Service: Human Resources

Department: Human Resources

Governance: Administration, Finance and Human Resources Committee

	2026	2027	Projected 2028	2029	2030
REVENUE					
Other Revenue	\$31,100	\$32,000	\$33,000	\$34,000	\$35,000
Internal Recoveries	\$1,094,500	\$1,127,400	\$1,161,200	\$1,196,100	\$1,232,000
Total Revenue	\$1,125,600	\$1,159,400	\$1,194,200	\$1,230,100	\$1,267,000
EXPENDITURES					
Salaries, Wages and Benefits	\$1,836,200	\$1,896,600	\$1,957,700	\$2,022,200	\$2,088,100
Supplies, Material & Equipment	\$150,500	\$154,500	\$158,400	\$162,300	\$166,700
Purchased Services	\$851,000	\$827,100	\$843,700	\$860,400	\$880,600
Transfer Payments	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
Insurance & Financial	\$291,800	\$293,200	\$294,100	\$305,700	\$307,200
Internal Charges	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Total Expenditures	\$3,221,000	\$3,262,900	\$3,345,400	\$3,442,100	\$3,534,100
Net Operating Cost / (Revenue)	\$2,095,400	\$2,103,500	\$2,151,200	\$2,212,000	\$2,267,100
TRANSFERS					
Transfer from Reserves	(\$640,900)	(\$654,000)	(\$665,900)	(\$688,300)	(\$702,100)
Total Transfers	(\$640,900)	(\$654,000)	(\$665,900)	(\$688,300)	(\$702,100)
TAX LEVY REQUIREMENT					
yr/yr % change	5.4%	(0.3%)	2.5%	2.6%	2.7%



Programme Overview

Programme/Service:	Property Services
Department:	Office of the CAO and Clerk
Governance:	Administration, Finance and Human Resources Committee

Programme Description

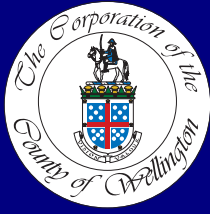
Maintenance, improvements and operations of County owned facilities including:

- Administration Centre, Courthouse, Gaol, Governor's Residence, 15, 21 and 25-27 Douglas Street
- Dominion Public Building (Social Housing and Employment Services)
- 129 and 133 Wyndham Street, Guelph (Ontario Works, Emergency Operations Centre, Children's Early Years, 12 apartments)
- Douglas Street Parking Lot, 401 Gateway Signs
- Clifford and Arthur Medical Centres
- Badenoch and Mount Forest Community Services Centres
- Health Unit offices at Wellington Terrace
- Solar Panels and Electric Car Charging stations at various County locations

2021 Budget Highlights

- Staffing changes include:
 - A new Property Services Coordinator for Asset Management on a one-year contract to develop and maintain the asset registry in City Wide.
 - A new Maintenance Worker to attend to County roads garages maintenance and upkeep
 - Additional cleaning hours for 2021 in order to maintain the extra cleaning currently in place for all County buildings during the ongoing pandemic
- The budget provides for rent and operating expenses associated with the above noted properties
- The capital budget includes provisions for improvements at County Facilities and vehicle lifecycle replacements. A provision for the expansion of the Administration Centre is included in 2028.

Staff Complement (Full time equivalents)		
	2020	2021
Property Maintenance	5.8	7.8
Office Cleaning	5.6	6.3
Construction and Property Manager	1.0	1.0
Total	12.4	15.1
Current employee count: 16		



COUNTY OF WELLINGTON

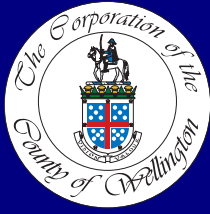
2021 OPERATING BUDGET

Programme/Service: Property Services

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

	2019	2019	2020	2020	2021	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Licenses, Permits and Rents	\$1,266,519	\$1,170,200	\$1,250,935	\$1,207,300	\$1,242,700	\$35,400	2.9%
User Fees & Charges	\$154,027	\$165,000	\$161,247	\$155,000	\$158,000	\$3,000	1.9%
Other Revenue	\$32,668	\$28,100	\$27,100	\$22,300	\$27,500	\$5,200	23.3%
Internal Recoveries	\$679,675	\$720,800	\$683,648	\$701,200	\$828,300	\$127,100	18.1%
Total Revenue	\$2,132,889	\$2,084,100	\$2,122,930	\$2,085,800	\$2,256,500	\$170,700	8.2%
Expenditure							
Salaries, Wages and Benefits	\$1,001,207	\$920,100	\$1,043,001	\$1,061,200	\$1,231,100	\$169,900	16.0%
Supplies, Material & Equipment	\$187,604	\$198,400	\$187,947	\$199,500	\$217,500	\$18,000	9.0%
Purchased Services	\$923,565	\$827,000	\$827,343	\$862,100	\$955,800	\$93,700	10.9%
Insurance & Financial	\$55,149	\$60,500	\$60,168	\$64,000	\$70,700	\$6,700	10.5%
Minor Capital Expenses	\$81,752	\$102,000	\$22,659	\$20,500	\$86,500	\$66,000	322.0%
Debt Charges	\$509,035	\$515,200	\$289,659	\$291,700	\$292,100	\$400	0.1%
Internal Charges	\$1,295	\$ -	\$11,072	\$ -	\$ -	\$ -	-
Total Expenditure	\$2,759,607	\$2,623,200	\$2,441,849	\$2,499,000	\$2,853,700	\$354,700	14.2%
Net Operating Cost / (Revenue)	\$626,718	\$539,100	\$318,919	\$413,200	\$597,200	\$184,000	44.5%
Transfers							
Transfer from Reserve	(\$44,195)	(\$77,000)	(\$3,714)	\$ -	(\$128,000)	(\$128,000)	-
Transfers to Reserve	\$778,172	\$810,900	\$763,127	\$773,800	\$754,300	(\$19,500)	(2.5%)
Total Transfers	\$733,977	\$733,900	\$759,413	\$773,800	\$626,300	(\$147,500)	(19.1%)
NET COST / (REVENUE)	\$1,360,695	\$1,273,000	\$1,078,332	\$1,187,000	\$1,223,500	\$36,500	3.1%



COUNTY OF WELLINGTON

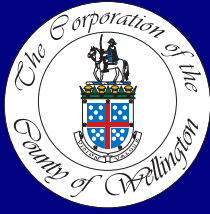
2021 –2030 OPERATING BUDGET

Programme/Service: Property Services

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

	2021	2022	Projected 2023	2024	2025
REVENUE					
Licenses, Permits and Rents	\$1,242,700	\$1,243,200	\$1,242,300	\$1,240,700	\$1,247,000
User Fees & Charges	\$158,000	\$158,000	\$158,000	\$158,000	\$158,000
Other Revenue	\$27,500	\$28,200	\$29,000	\$29,800	\$30,600
Internal Recoveries	\$828,300	\$798,400	\$802,400	\$831,600	\$953,600
Total Revenue	\$2,256,500	\$2,227,800	\$2,231,700	\$2,260,100	\$2,389,200
EXPENDITURES					
Salaries, Wages and Benefits	\$1,231,100	\$1,168,400	\$1,205,700	\$1,242,800	\$1,283,200
Supplies, Material & Equipment	\$217,500	\$211,700	\$216,100	\$220,600	\$225,200
Purchased Services	\$955,800	\$978,100	\$1,014,200	\$1,046,500	\$1,085,900
Insurance & Financial	\$70,700	\$69,300	\$70,200	\$71,200	\$72,300
Minor Capital Expenses	\$86,500	\$30,500	\$6,000	\$10,500	\$105,000
Debt Charges	\$292,100	\$291,300	\$291,200	\$291,900	\$189,000
Total Expenditures	\$2,853,700	\$2,749,300	\$2,803,400	\$2,883,500	\$2,960,600
Net Operating Cost / (Revenue)	\$597,200	\$521,500	\$571,700	\$623,400	\$571,400
TRANSFERS					
Transfer from Reserves	(\$128,000)				
Transfer to Reserves	\$754,300	\$754,300	\$754,300	\$754,300	\$754,300
Total Transfers	\$626,300	\$754,300	\$754,300	\$754,300	\$754,300
TAX LEVY REQUIREMENT	\$1,223,500	\$1,275,800	\$1,326,000	\$1,377,700	\$1,325,700
yr/yr % change	3.1%	4.3%	3.9%	3.9%	(3.8%)



COUNTY OF WELLINGTON

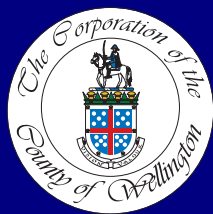
2021 –2030 OPERATING BUDGET

Programme/Service: Property Services

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

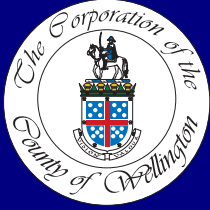
	2026	2027	Projected 2028	2029	2030
REVENUE					
Licenses, Permits and Rents	\$1,242,600	\$1,245,200	\$1,245,400	\$1,246,400	\$1,248,900
User Fees & Charges	\$158,000	\$158,000	\$158,000	\$158,000	\$158,000
Other Revenue	\$31,400	\$32,300	\$33,200	\$34,100	\$35,000
Internal Recoveries	\$923,300	\$980,200	\$967,900	\$986,100	\$1,055,800
Total Revenue	\$2,355,300	\$2,415,700	\$2,404,500	\$2,424,600	\$2,497,700
EXPENDITURES					
Salaries, Wages and Benefits	\$1,325,500	\$1,368,200	\$1,412,100	\$1,458,100	\$1,506,100
Supplies, Material & Equipment	\$229,800	\$234,500	\$239,700	\$245,100	\$250,800
Purchased Services	\$1,126,700	\$1,169,200	\$1,181,000	\$1,223,600	\$1,236,000
Insurance & Financial	\$73,500	\$74,500	\$75,300	\$78,400	\$79,600
Minor Capital Expenses	\$50,000	\$68,000	\$33,500	\$20,000	\$70,000
Debt Charges	\$188,300	\$188,400	\$617,700	\$1,673,700	\$1,674,000
Total Expenditures	\$2,993,800	\$3,102,800	\$3,559,300	\$4,698,900	\$4,816,500
Net Operating Cost / (Revenue)	\$638,500	\$687,100	\$1,154,800	\$2,274,300	\$2,318,800
TRANSFERS					
Transfer from Reserves					
Transfer to Reserves	\$754,300	\$754,300	\$754,300	\$754,100	\$754,100
Total Transfers	\$754,300	\$754,300	\$754,300	\$754,100	\$754,100
TAX LEVY REQUIREMENT					
yr/yr % change	5.1%	3.5%	32.4%	58.6%	1.5%

**COUNTY OF WELLINGTON****2021-2030 CAPITAL BUDGET****Programme/Service:****Property Services****Department:****Office of the CAO and Clerk****Governance:****Administration, Finance and Human Resources Committee**

	2021	2022	2023	2024	2025	5 Year Total
129 Wyndham: Tenant Elevator	\$50,000					\$50,000
133 Wyndham Residential Kitchens & Bath						
15 Douglas: Window Replacement	\$120,000					\$120,000
2021 Building Condition Audits	\$47,000					\$47,000
21 Douglas: HVAC Pump Replacement					\$25,000	\$25,000
Admin Centre: Elevator		\$70,000				\$70,000
Admin Centre: Expansion						
Admin Centre: HVAC Systems		\$39,000				\$39,000
Admin Centre: Hot Water Boiler Replace		\$200,000				\$200,000
Admin Centre: Lighting Upgrade					\$40,000	\$40,000
Admin Centre: Pedestrian Paving				\$45,000		\$45,000
Courthouse: Domestic Water Distribution		\$30,000				\$30,000
Courthouse: HVAC Equipment						
Courthouse: Interior Upgrade	\$51,000					\$51,000
Courthouse: Lighting Upgrade					\$40,000	\$40,000
Courthouse: Mechanical Equip Replace		\$475,000				\$475,000
Courthouse: Plumbing Fixtures Replacement		\$30,000				\$30,000
Gaol: Elevator Modernization			\$100,000			\$100,000
Gaol: HVAC Equipment Replacements						
Gaol: HVAC Systems		\$45,000				\$45,000
Gaol: Lighting Upgrade						
Gaol: Security Replacement						
Property Building Retrofits	\$135,000	\$100,000	\$100,000	\$100,000	\$100,000	\$535,000
Replace Maintenance 1/2 Tonne Van			\$50,000			\$50,000
Replace Maintenance Pickup					\$45,000	\$45,000
Replace Maintenance Van					\$50,000	\$50,000
Total	\$403,000	\$989,000	\$250,000	\$145,000	\$300,000	\$2,087,000
Sources of Financing						
Reserves	\$403,000	\$989,000	\$250,000	\$145,000	\$300,000	\$2,087,000
Debenture						
Total Financing	\$403,000	\$989,000	\$250,000	\$145,000	\$300,000	\$2,087,000

**COUNTY OF WELLINGTON****2021-2030 CAPITAL BUDGET****Programme/Service:** Property Services**Department:** Office of the CAO and Clerk**Governance:** Administration, Finance and Human Resources Committee

	2026	2027	2028	2029	2030	10 Year Total
129 Wyndham: Tenant Elevator						\$50,000
133 Wyndham Residential Kitchens & Bath		\$48,000				\$48,000
15 Douglas: Window Replacement						\$120,000
2021 Building Condition Audits						\$47,000
21 Douglas: HVAC Pump Replacement						\$25,000
Admin Centre: Elevator						\$70,000
Admin Centre: Expansion			\$23,100,000			\$23,100,000
Admin Centre: HVAC Systems						\$39,000
Admin Centre: Hot Water Boiler Replace						\$200,000
Admin Centre: Lighting Upgrade					\$40,000	\$80,000
Admin Centre: Pedestrian Paving						\$45,000
Courthouse: Domestic Water Distribution						\$30,000
Courthouse: HVAC Equipment			\$50,000			\$50,000
Courthouse: Interior Upgrade	\$82,000					\$133,000
Courthouse: Lighting Upgrade					\$40,000	\$80,000
Courthouse: Mechanical Equip Replace						\$475,000
Courthouse: Plumbing Fixtures Replace						\$30,000
Gaol: Elevator Modernization						\$100,000
Gaol: HVAC Equipment Replacements			\$145,000			\$145,000
Gaol: HVAC Systems						\$45,000
Gaol: Lighting Upgrade					\$50,000	\$50,000
Gaol: Security Replacement		\$35,000				\$35,000
Property Building Retrofits	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$1,035,000
Replace Maintenance 1/2 Tonne Van						\$50,000
Replace Maintenance Pickup						\$45,000
Replace Maintenance Van						\$50,000
Total	\$182,000	\$183,000	\$23,395,000	\$100,000	\$230,000	\$26,177,000
Sources of Financing						
Reserves	\$182,000	\$183,000	\$6,295,000	\$100,000	\$230,000	\$9,077,000
Debenture			\$17,100,000			\$17,100,000
Total Financing	\$182,000	\$183,000	\$23,395,000	\$100,000	\$230,000	\$26,177,000



Programme Overview

Programme/Service:

Grants and Contributions

Department:

Administered by Treasury

Governance:

Administration, Finance and Human Resources Committee

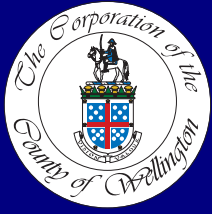
Programme Description

This budget contains the estimates for:

- Grants to community organizations in accordance with the grants policy adopted by County Council
- Scholarships
- Luella "Lou" Logan Annual Scholarship Award and the Lou Logan Annual Award for Outstanding Service by a Woman in Politics
- Debt charges for capital grants given to the three hospitals in Wellington County: Groves Memorial Hospital; Louise Marshall Hospital; and Palmerston and District Hospital

2021 Budget Highlights

-
- The 2021 Community Grants budget is set at \$76,300, with an additional \$8,500 available for scholarships
 - Debt charges of \$377,000 relate to the community hospital grants (of \$5.9 million) issued in 2019



COUNTY OF WELLINGTON

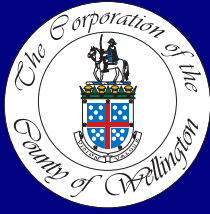
2021 OPERATING BUDGET

Programme/Service: Grants and Contributions

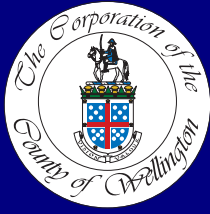
Department: Administered by Treasury

Governance: Administration, Finance and Human Resources Committee

	2019 Actuals	2019 Budget	2020 Preliminary Actuals	2020 Budget	2021 Budget	\$ Change Budget	% Change Budget
Expenditure							
Purchased Services	\$828	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transfer Payments	\$62,180	\$59,300	\$75,180	\$84,800	\$84,800	\$ -	-
Debt Charges	\$21,030	\$173,300	\$375,943	\$376,600	\$377,000	\$400	0.1%
Total Expenditure	\$84,038	\$232,600	\$451,123	\$461,400	\$461,800	\$400	0.1%
Net Operating Cost / (Revenue)	\$84,038	\$232,600	\$451,123	\$461,400	\$461,800	\$400	0.1%
Transfers							
Transfer from Reserve	(\$2,328)	\$ -	(\$3,000)	(\$3,000)	(\$3,000)	\$ -	-
Total Transfers	(\$2,328)	\$ -	(\$3,000)	(\$3,000)	(\$3,000)	\$ -	-
NET COST / (REVENUE)	\$81,710	\$232,600	\$448,123	\$458,400	\$458,800	\$400	0.1%

**COUNTY OF WELLINGTON****2021 –2030 OPERATING BUDGET****Programme/Service: Grants and Contributions****Department: Administered by Treasury****Governance: Administration, Finance and Human Resources Committee**

	2021	2022	Projected 2023	2024	2025
EXPENDITURES					
Transfer Payments	\$84,800	\$84,800	\$84,800	\$84,800	\$84,800
Debt Charges	\$377,000	\$376,300	\$375,500	\$375,700	\$376,800
Total Expenditures	\$461,800	\$461,100	\$460,300	\$460,500	\$461,600
Net Operating Cost / (Revenue)	\$461,800	\$461,100	\$460,300	\$460,500	\$461,600
TRANSFERS					
Transfer from Reserves	(\$3,000)	(\$3,000)	(\$3,000)	(\$3,000)	(\$3,000)
Total Transfers	(\$3,000)	(\$3,000)	(\$3,000)	(\$3,000)	(\$3,000)
TAX LEVY REQUIREMENT	\$458,800	\$458,100	\$457,300	\$457,500	\$458,600
yr/yr % change	0.1%	(0.2%)	(0.2%)	0.0%	0.2%



COUNTY OF WELLINGTON

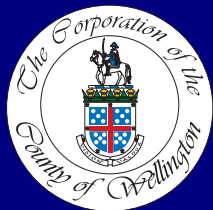
2021 –2030 OPERATING BUDGET

Programme/Service: Grants and Contributions

Department: Administered by Treasury

Governance: Administration, Finance and Human Resources Committee

	2026	2027	Projected 2028	2029	2030
EXPENDITURES					
Transfer Payments	\$84,800	\$84,800	\$84,800	\$84,800	\$84,800
Debt Charges	\$376,600	\$377,000	\$376,200	\$377,100	\$377,800
Total Expenditures	\$461,400	\$461,800	\$461,000	\$461,900	\$462,600
Net Operating Cost / (Revenue)	\$461,400	\$461,800	\$461,000	\$461,900	\$462,600
TRANSFERS					
Transfer from Reserves	(\$3,000)	(\$3,000)	(\$3,000)	(\$3,000)	(\$3,000)
Total Transfers	(\$3,000)	(\$3,000)	(\$3,000)	(\$3,000)	(\$3,000)
TAX LEVY REQUIREMENT	\$458,400	\$458,800	\$458,000	\$458,900	\$459,600
yr/yr % change	0.0%	0.1%	(0.2%)	0.2%	0.2%



Programme Overview

Programme/Service:	Economic Development
Department:	Wellington County Museum and Archives
Governance:	Economic Development Committee

Programme Description

The Economic Development Committee has focused on County-wide initiatives that enhance each municipality's economic potential. The work continues to be in collaboration with the local municipalities and strategic investments are guided by the new Economic Development Three-Year Plan. Market intelligence and the status of existing business continues to be a focus, while infrastructure development, investment attraction and enticing talent to move to Wellington County are areas of commitment going forward. Wellington County has significant advantages to offer new residents and businesses and the County's objective is to make that investment easier.

The Economic Development Department provides:

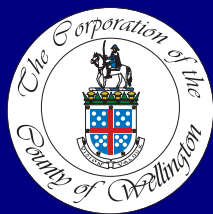
- Up-to-date information on the local economy, trends and opportunities
- Personal assistance with site selection and business support
- Workforce development through facilitation between private industry, education and training
- Investment attraction and promotion of Wellington via "Experience Wellington" and "Taste Real"
- Assistance establishing and expanding operations by providing information on local market conditions, business tools, funding opportunities and contacts
- Foster relationships between local organizations, businesses, industry and representatives of government

The County contributes funding to the Business Centre Guelph-Wellington and appoints one member to the board. The Centre provides potential and existing enterprises with a variety of business information and support services to facilitate the development, investment, growth and success rate of businesses. In addition, the County contributes funding to Wellington Waterloo Community Futures (WWCF), Innovation Guelph, LaunchIt Minto and Saugeen Community Futures.

2021 Budget Highlights

- Rural Broadband Improvements through SWIFT 2.0 Implementation is in place to complete the local gigabyte fibre optic broadband buildout. There is a \$4.0 million County contribution over five years (2021-2025)
- COVID-19 Business Recovery Fund (\$200,000) – one-time funding is being provided in the 2021 budget to assist local businesses in the recovery from COVID-19. This is being funded through the Federal Safe Restart funds
- County-wide Business Retention and Expansion (\$175,000) and Community Improvement Plan Implementation Funds (\$160,000) are continued to be available annually throughout the forecast
- Smart Cities initiative "Our Food Future" - 2021 marks the second year of this four year initiative
- Ride Well Community Transportation initiative has been adjusted based on the level of service currently being provided.

Staff Complement (Full time equivalents)		
	2020	2021
Economic Development	7.0	7.0
Total	7.0	7.0
Current employee count: 5		



COUNTY OF WELLINGTON

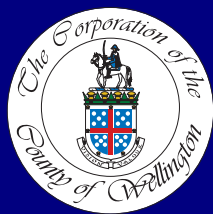
2021 OPERATING BUDGET

Programme/Service: Economic Development

Department: Wellington County Museum and Archives

Governance: Administration, Finance and Human Resources Committee

			2020			\$ Change	% Change
	2019	2019	Preliminary	2020	2021	Budget	Budget
	Actuals	Budget	Actuals	Budget	Budget		
Revenue							
Grants & Subsidies	\$43,986	\$133,400	\$261,509	\$338,000	\$369,800	\$31,800	9.4%
User Fees & Charges	\$33,250	\$156,500	\$34,534	\$66,500	\$66,500	\$ -	-
Sales Revenue	\$9,346	\$ -	\$1,972	\$5,000	\$ -	(\$5,000)	(100.0%)
Other Revenue	\$ -	\$ -	\$16,973	\$ -	\$ -	\$ -	-
Total Revenue	\$86,582	\$289,900	\$314,988	\$409,500	\$436,300	\$26,800	6.5%
Expenditure							
Salaries, Wages and Benefits	\$534,448	\$537,300	\$562,949	\$667,000	\$660,600	(\$6,400)	(1.0%)
Supplies, Material & Equipment	\$30,697	\$42,200	\$85,083	\$164,300	\$141,300	(\$23,000)	(14.0%)
Purchased Services	\$397,815	\$557,600	\$400,495	\$700,300	\$701,900	\$1,600	0.2%
Transfer Payments	\$392,607	\$420,000	\$378,105	\$487,500	\$672,500	\$185,000	37.9%
Insurance & Financial	\$10,966	\$26,600	\$19,507	\$14,800	\$14,400	(\$400)	(2.7%)
Internal Charges	\$6,189	\$ -	\$1,232	\$8,000	\$8,000	\$ -	-
Total Expenditure	\$1,372,722	\$1,583,700	\$1,447,371	\$2,041,900	\$2,198,700	\$156,800	7.7%
Net Operating Cost / (Revenue)	\$1,286,140	\$1,293,800	\$1,132,383	\$1,632,400	\$1,762,400	\$130,000	8.0%
Transfers							
Transfer from Reserve	\$ -	\$ -	\$ -	\$ -	(\$200,000)	(\$200,000)	-
Transfers to Reserve	\$150,000	\$150,000	\$166,973	\$150,000	\$400,000	\$250,000	166.7%
Total Transfers	\$150,000	\$150,000	\$166,973	\$150,000	\$200,000	\$50,000	33.3%
NET COST / (REVENUE)	\$1,436,140	\$1,443,800	\$1,299,356	\$1,782,400	\$1,962,400	\$180,000	10.1%



COUNTY OF WELLINGTON

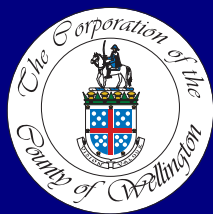
2021 –2030 OPERATING BUDGET

Programme/Service: Economic Development

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

	2021	2022	Projected 2023	2024	2025
REVENUE					
Grants & Subsidies	\$369,800	\$413,000	\$246,400		
User Fees & Charges	\$66,500	\$99,200	\$46,500	\$26,500	\$26,500
Sales Revenue					
Total Revenue	\$436,300	\$512,200	\$292,900	\$26,500	\$26,500
EXPENDITURES					
Salaries, Wages and Benefits	\$660,600	\$611,300	\$595,000	\$641,900	\$663,900
Supplies, Material & Equipment	\$141,300	\$144,900	\$85,500	\$32,100	\$32,700
Purchased Services	\$701,900	\$792,000	\$556,700	\$338,000	\$349,100
Transfer Payments	\$672,500	\$457,500	\$442,500	\$427,500	\$427,500
Insurance & Financial	\$14,400	\$13,200	\$13,000	\$14,000	\$14,300
Internal Charges	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000
Total Expenditures	\$2,198,700	\$2,026,900	\$1,700,700	\$1,461,500	\$1,495,500
Net Operating Cost / (Revenue)	\$1,762,400	\$1,514,700	\$1,407,800	\$1,435,000	\$1,469,000
TRANSFERS					
Transfer from Reserves	(\$200,000)				
Transfer to Reserves	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
Total Transfers	\$200,000	\$400,000	\$400,000	\$400,000	\$400,000
TAX LEVY REQUIREMENT	\$1,962,400	\$1,914,700	\$1,807,800	\$1,835,000	\$1,869,000
yr/yr % change	10.1%	(2.4%)	(5.6%)	1.5%	1.9%



COUNTY OF WELLINGTON

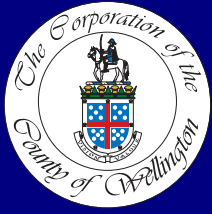
2020 –2029 OPERATING BUDGET

Programme/Service: Economic Development

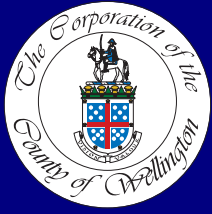
Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

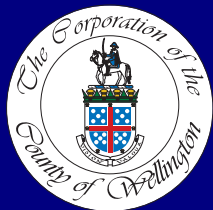
	2026	2027	Projected 2028	2029	2030
REVENUE					
Grants & Subsidies					
User Fees & Charges	\$26,500	\$26,500	\$27,100	\$27,500	\$27,700
Sales Revenue					
Total Revenue	\$26,500	\$26,500	\$27,100	\$27,500	\$27,700
EXPENDITURES					
Salaries, Wages and Benefits	\$686,600	\$709,000	\$732,100	\$756,100	\$780,900
Supplies, Material & Equipment	\$33,300	\$33,900	\$34,500	\$35,800	\$36,800
Purchased Services	\$360,500	\$372,100	\$384,400	\$396,600	\$408,000
Transfer Payments	\$427,500	\$427,500	\$427,500	\$427,500	\$427,500
Insurance & Financial	\$14,800	\$15,400	\$15,800	\$16,500	\$17,100
Internal Charges	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000
Total Expenditures	\$1,530,700	\$1,565,900	\$1,602,300	\$1,640,500	\$1,678,300
Net Operating Cost / (Revenue)	\$1,504,200	\$1,539,400	\$1,575,200	\$1,613,000	\$1,650,600
TRANSFERS					
Transfer from Reserves					
Transfer to Reserves	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
Total Transfers	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
TAX LEVY REQUIREMENT					
yr/yr % change	1.9%	1.8%	1.8%	1.9%	1.9%

**COUNTY OF WELLINGTON****2021-2030 CAPITAL BUDGET****Programme/Service:** Economic Development**Department:** Wellington County Museum and Archives**Governance:** Economic Development Committee

	2021	2022	2023	2024	2025	5 Year Total
SWIFT 2.0 Implementation	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$4,000,000
Total	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$4,000,000
Sources of Financing						
Reserves	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$4,000,000
Total Financing	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$4,000,000

**COUNTY OF WELLINGTON****2021-2030 CAPITAL BUDGET****Programme/Service:** Economic Development**Department:** Wellington County Museum and Archives**Governance:** Economic Development Committee

	2026	2027	2028	2029	2030	10 Year Total
SWIFT 2.0 Implementation						\$4,000,000
Total						\$4,000,000
Sources of Financing						
Reserves						\$4,000,000
Total Financing						\$4,000,000



Programme Overview

Programme/Service:	Roads and Bridges
Department:	Engineering Services
Governance:	Roads Committee

Programme Description

Safety, asset preservation, and the provision of an efficient transportation network for the movement of people and products, drive most of the activities associated with the Roads Division. Engineering Services is financially responsible for 1,440 lane km of roadways, 105 bridges, 94 culverts and operates 39 sets of traffic signals, 10 roundabouts and 19,000 linear metres of guide rails. Operations are run out of 8 garage facilities, which include 8 storage structures, and 10 sand and salt domes. Roads fleet is made up of 65 licenced vehicles and 52 unlicensed vehicles and equipment.

2021 Budget Highlights

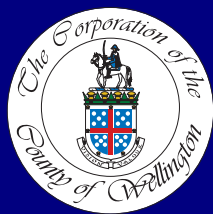
Capital works of \$22.1 million planned for 2021 include:

- \$4.8 million for bridge and culvert replacement and rehabilitation work; \$5.2 million for road reconstruction; \$1.9 million in growth-related construction; \$3.6 million for asphalt resurfacing; \$2.5 million for asset management and engineering activities; \$1.6 million in facilities and \$2.5 million for equipment replacement.
- The roads ten-year capital forecast includes the issuance of \$25.2 million in debt, funding the construction of three County garages: Arthur, Erin / Brucedale, and Harriston; as well as the reconstruction of Wellington Road 109 Conestogo River Bridge 5.

Operating impacts in 2021:

- Winter Control budget of \$6.6 million
- Annualization of Construction Technologist and Infrastructure Technical Analyst positions
- \$109,700 increase to sand, salt and deicer budget for Winter Control costs

Staff Complement (Full time equivalents)	2020	2021
Hourly (field) staff	55.1	55.1
Salaried staff	13.6	14.1
Total	68.7	69.2
Current employee count: 86		



COUNTY OF WELLINGTON

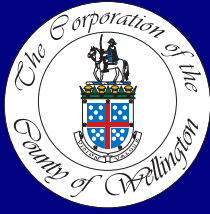
2021 OPERATING BUDGET

Programme/Service: Roads and Bridges

Department: Engineering Services

Governance: Roads Committee

	2019	2019	2020	2020	2021	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants & Subsidies	\$12,924	\$ -	\$ -	\$ -	\$ -	\$ -	-
Municipal Recoveries	\$946,341	\$823,600	\$872,731	\$931,100	\$939,300	\$8,200	0.9%
User Fees & Charges	\$356,440	\$360,000	\$338,646	\$358,000	\$358,000	\$ -	-
Sales Revenue	\$392,342	\$400,000	\$392,622	\$400,000	\$420,000	\$20,000	5.0%
Other Revenue	\$12,250	\$ -	\$ -	\$ -	\$ -	\$ -	-
Internal Recoveries	\$1,985,181	\$2,014,100	\$2,017,928	\$2,005,300	\$2,013,700	\$8,400	0.4%
Other Financing	\$45,412	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Revenue	\$3,750,890	\$3,597,700	\$3,621,927	\$3,694,400	\$3,731,000	\$36,600	1.0%
Expenditure							
Salaries, Wages and Benefits	\$5,926,003	\$5,977,400	\$5,706,278	\$6,308,700	\$6,408,700	\$100,000	1.6%
Supplies, Material & Equipment	\$6,565,446	\$6,058,100	\$5,161,320	\$6,724,400	\$6,845,600	\$121,200	1.8%
Purchased Services	\$2,285,786	\$1,824,700	\$1,672,040	\$1,973,200	\$2,047,800	\$74,600	3.8%
Insurance & Financial	\$505,689	\$468,500	\$576,963	\$487,300	\$623,300	\$136,000	27.9%
Minor Capital Expenses	\$1,101,920	\$1,010,000	\$386,842	\$480,000	\$480,000	\$ -	-
Debt Charges	\$679,136	\$753,200	\$896,660	\$935,900	\$927,600	(\$8,300)	(0.9%)
Internal Charges	\$1,863,251	\$1,814,300	\$1,592,754	\$1,869,100	\$1,869,100	\$ -	-
Total Expenditure	\$18,927,231	\$17,906,200	\$15,992,857	\$18,778,600	\$19,202,100	\$423,500	2.3%
Net Operating Cost / (Revenue)	\$15,176,341	\$14,308,500	\$12,370,930	\$15,084,200	\$15,471,100	\$386,900	2.6%
Transfers							
Transfer from Reserve	(\$545,678)	(\$619,600)	(\$839,460)	(\$801,900)	(\$794,300)	\$7,600	(0.9%)
Transfer to Capital	\$10,424,500	\$10,424,500	\$10,325,000	\$10,325,000	\$10,513,500	\$188,500	1.8%
Transfers to Reserve	\$3,544,066	\$3,550,000	\$5,278,561	\$3,950,000	\$5,050,000	\$1,100,000	27.8%
Total Transfers	\$13,422,888	\$13,354,900	\$14,764,101	\$13,473,100	\$14,769,200	\$1,296,100	9.6%
NET COST / (REVENUE)	\$28,599,229	\$27,663,400	\$27,135,031	\$28,557,300	\$30,240,300	\$1,683,000	5.9%

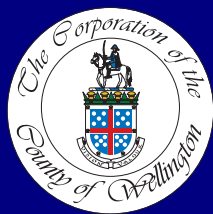


COUNTY OF WELLINGTON

2021 –2030 OPERATING BUDGET

Programme/Service: Roads and Bridges
 Department: Engineering Services
 Governance: Roads Committee

	2021	2022	Projected 2023	2024	2025
REVENUE					
Municipal Recoveries	\$939,300	\$941,800	\$1,144,300	\$1,146,800	\$1,149,300
User Fees & Charges	\$358,000	\$358,000	\$358,000	\$358,000	\$358,000
Sales Revenue	\$420,000	\$420,000	\$420,000	\$420,000	\$420,000
Internal Recoveries	\$2,013,700	\$2,069,700	\$2,127,700	\$2,187,700	\$2,249,700
Total Revenue	\$3,731,000	\$3,789,500	\$4,050,000	\$4,112,500	\$4,177,000
EXPENDITURES					
Salaries, Wages and Benefits	\$6,408,700	\$6,604,000	\$6,811,600	\$7,022,500	\$7,243,900
Supplies, Material & Equipment	\$6,845,600	\$7,028,000	\$7,215,800	\$7,409,200	\$7,608,400
Purchased Services	\$2,047,800	\$2,109,000	\$2,172,700	\$2,235,300	\$2,303,300
Insurance & Financial	\$623,300	\$639,000	\$655,100	\$671,200	\$687,500
Minor Capital Expenses	\$480,000	\$480,000	\$480,000	\$480,000	\$480,000
Debt Charges	\$927,600	\$1,171,000	\$1,959,100	\$2,194,000	\$2,994,000
Internal Charges	\$1,869,100	\$1,925,100	\$1,983,100	\$2,043,100	\$2,105,100
Total Expenditures	\$19,202,100	\$19,956,100	\$21,277,400	\$22,055,300	\$23,422,200
Net Operating Cost / (Revenue)	\$15,471,100	\$16,166,600	\$17,227,400	\$17,942,800	\$19,245,200
TRANSFERS					
Transfer from Reserves	(\$794,300)	(\$979,800)	(\$1,272,900)	(\$1,277,200)	(\$1,278,900)
Transfer to Capital	\$10,513,500	\$11,914,000	\$12,399,000	\$14,104,000	\$15,178,000
Transfer to Reserves	\$5,050,000	\$5,550,000	\$5,650,000	\$6,150,000	\$6,950,000
Total Transfers	\$14,769,200	\$16,484,200	\$16,776,100	\$18,976,800	\$20,849,100
TAX LEVY REQUIREMENT	\$30,240,300	\$32,650,800	\$34,003,500	\$36,919,600	\$40,094,300
yr/yr % change	5.9%	8.0%	4.1%	8.6%	8.6%

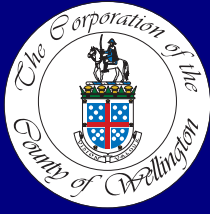


COUNTY OF WELLINGTON

2021 –2030 OPERATING BUDGET

Programme/Service: Roads and Bridges
 Department: Engineering Services
 Governance: Roads Committee

	2026	2027	Projected 2028	2029	2030
REVENUE					
Municipal Recoveries	\$1,151,800	\$1,154,300	\$1,156,800	\$1,159,300	\$1,161,800
User Fees & Charges	\$358,000	\$358,000	\$358,000	\$358,000	\$358,000
Sales Revenue	\$420,000	\$420,000	\$420,000	\$420,000	\$420,000
Internal Recoveries	\$2,313,700	\$2,379,700	\$2,379,700	\$2,379,700	\$2,379,700
Total Revenue	\$4,243,500	\$4,312,000	\$4,314,500	\$4,317,000	\$4,319,500
EXPENDITURES					
Salaries, Wages and Benefits	\$7,475,000	\$7,712,700	\$7,957,900	\$8,215,100	\$8,480,500
Supplies, Material & Equipment	\$7,813,500	\$8,018,900	\$8,251,600	\$8,485,600	\$8,741,100
Purchased Services	\$2,374,000	\$2,446,500	\$2,506,700	\$2,585,400	\$2,651,600
Insurance & Financial	\$704,100	\$720,400	\$735,600	\$758,000	\$764,200
Minor Capital Expenses	\$480,000	\$480,000	\$480,000	\$480,000	\$480,000
Debt Charges	\$2,994,000	\$2,888,000	\$3,125,900	\$3,024,000	\$2,882,300
Internal Charges	\$2,169,100	\$2,235,100	\$2,235,700	\$2,236,300	\$2,236,300
Total Expenditures	\$24,009,700	\$24,501,600	\$25,293,400	\$25,784,400	\$26,236,000
Net Operating Cost / (Revenue)	\$19,766,200	\$20,189,600	\$20,978,900	\$21,467,400	\$21,916,500
TRANSFERS					
Transfer from Reserves	(\$1,278,800)	(\$1,278,200)	(\$1,278,000)	(\$1,175,900)	(\$1,034,200)
Transfer to Capital	\$17,968,000	\$18,007,000	\$17,817,000	\$19,814,000	\$20,749,000
Transfer to Reserves	\$7,050,000	\$7,350,000	\$7,350,000	\$7,350,000	\$7,350,000
Total Transfers	\$23,739,200	\$24,078,800	\$23,889,000	\$25,988,100	\$27,064,800
TAX LEVY REQUIREMENT	\$43,505,400	\$44,268,400	\$44,867,900	\$47,455,500	\$48,981,300
yr/yr % change	8.5%	1.8%	1.4%	5.8%	3.2%



COUNTY OF WELLINGTON

2021-2030 CAPITAL BUDGET

Programme/Service:

Roads—Summary

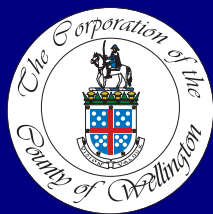
Department:

Engineering Services

Governance:

Roads Committee

	2021	2022	2023	2024	2025	5 Year Total
Roads and Engineering						
Roads Facilities and Equipment	\$4,125,000	\$11,830,000	\$2,579,000	\$13,410,000	\$2,990,000	\$34,934,000
Asset Management / Engineering	\$2,495,000	\$2,100,000	\$2,175,000	\$2,325,000	\$2,175,000	\$11,270,000
Growth Related Construction	\$1,865,000		\$5,100,000	\$1,600,000	\$6,100,000	\$14,665,000
Roads Construction	\$5,150,000	\$11,575,000	\$4,950,000	\$8,500,000	\$2,600,000	\$32,775,000
Bridges	\$2,025,000	\$6,900,000	\$4,850,000	\$10,100,000	\$7,250,000	\$31,125,000
Culverts	\$2,150,000	\$2,800,000	\$450,000	\$300,000	\$2,700,000	\$8,400,000
County Bridges on Local Roads	\$650,000					\$650,000
Roads Resurfacing	\$3,625,000	\$1,625,000	\$7,250,000	\$6,425,000	\$4,575,000	\$23,500,000
Total	\$22,085,000	\$36,830,000	\$27,354,000	\$42,660,000	\$28,390,000	\$157,319,000
Sources of Financing						
Recoveries	\$505,000	\$525,000	\$1,300,000	\$450,000	\$750,000	\$3,530,000
Subsidies			\$4,160,000			\$4,160,000
Current Revenues	\$10,513,500	\$11,565,000	\$11,697,000	\$12,938,000	\$13,433,000	\$60,146,500
Reserves	\$3,670,000	\$10,030,000	\$5,149,000	\$10,960,000	\$4,230,000	\$34,039,000
Federal Gas Tax	\$3,300,000	\$3,850,000	\$1,800,000	\$2,800,000	\$7,100,000	\$18,850,000
Development Charges	\$736,500		\$1,388,000	\$952,000	\$1,017,000	\$4,093,500
Ontario Community Infrastructure Fund	\$1,860,000	\$1,860,000	\$1,860,000	\$1,860,000	\$1,860,000	\$9,300,000
Growth Related Debenture	\$750,000	\$4,927,000				\$5,677,000
Debenture	\$750,000	\$4,073,000		\$12,700,000		\$17,523,000
Total Financing	\$22,085,000	\$36,830,000	\$27,354,000	\$42,660,000	\$28,390,000	\$157,319,000

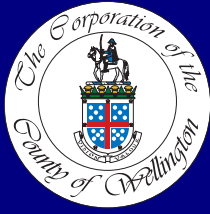


COUNTY OF WELLINGTON

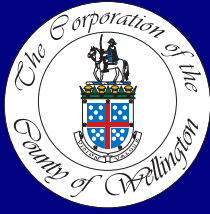
2021-2030 CAPITAL BUDGET

Programme/Service: Roads—Summary
 Department: Engineering Services
 Governance: Roads Committee

	2026	2027	2028	2029	2030	10 Year Total
Roads and Engineering						
Roads Facilities and Equipment	\$2,380,000	\$8,025,000	\$2,905,000	\$2,362,000	\$8,142,000	\$58,748,000
Asset Management / Engineering	\$2,100,000	\$2,225,000	\$2,250,000	\$2,150,000	\$2,175,000	\$22,170,000
Growth Related Construction		\$3,700,000	\$5,600,000	\$1,000,000	\$3,500,000	\$28,465,000
Roads Construction	\$5,300,000	\$1,550,000	\$4,200,000	\$6,100,000	\$7,200,000	\$57,125,000
Bridges	\$7,550,000	\$2,000,000	\$450,000		\$250,000	\$41,375,000
Culverts	\$400,000	\$300,000	\$1,550,000	\$300,000	\$300,000	\$11,250,000
County Bridges on Local Roads		\$100,000		\$800,000		\$1,550,000
Roads Resurfacing	\$8,100,000	\$12,600,000	\$9,800,000	\$9,400,000	\$10,750,000	\$74,150,000
Total	\$25,830,000	\$30,500,000	\$26,755,000	\$22,112,000	\$32,317,000	\$294,833,000
Sources of Financing						
Recoveries						\$3,530,000
Subsidies						\$4,160,000
Current Revenues	\$15,490,000	\$15,129,000	\$14,482,000	\$15,600,000	\$15,960,000	\$136,807,500
Reserves	\$6,680,000	\$6,025,000	\$2,905,000	\$2,362,000	\$8,142,000	\$60,153,000
Federal Gas Tax	\$1,800,000	\$2,800,000	\$3,300,000	\$1,800,000	\$3,800,000	\$32,350,000
Development Charges		\$2,686,000	\$4,208,000	\$490,000	\$2,555,000	\$14,032,500
Ontario Community Infrastructure Fund	\$1,860,000	\$1,860,000	\$1,860,000	\$1,860,000	\$1,860,000	\$18,600,000
Growth Related Debenture						\$5,677,000
Debenture		\$2,000,000				\$19,523,000
Total Financing	\$25,830,000	\$30,500,000	\$26,755,000	\$22,112,000	\$32,317,000	\$294,833,000

**COUNTY OF WELLINGTON****2021-2030 CAPITAL BUDGET****Programme/Service:****Roads—Facilities****Department:****Engineering Services****Governance:****Roads Committee**

	2021	2022	2023	2024	2025	5 Year Total
Various Facility Repairs	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Rebuild Harriston Shop					\$500,000	\$500,000
New Erin / Brucedale Shop		\$500,000		\$10,700,000		\$11,200,000
Rebuild Arthur Shop	\$1,500,000	\$9,000,000				\$10,500,000
Rebuild Aberfoyle Shop						
Total	\$1,600,000	\$9,600,000	\$100,000	\$10,800,000	\$600,000	\$22,700,000
Sources of Financing						
Current Revenues	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Reserves		\$500,000			\$500,000	\$1,000,000
Growth Related Debenture	\$750,000	\$4,927,000				\$5,677,000
Debenture	\$750,000	\$4,073,000		\$10,700,000		\$15,523,000
Total Financing	\$1,600,000	\$9,600,000	\$100,000	\$10,800,000	\$600,000	\$22,700,000



COUNTY OF WELLINGTON

2021-2030 CAPITAL BUDGET

Programme/Service:

Roads—Facilities

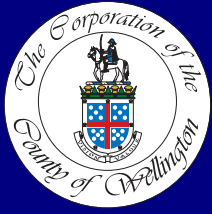
Department:

Engineering Services

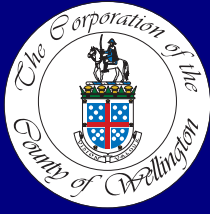
Governance:

Roads Committee

	2026	2027	2028	2029	2030	10 Year Total
Various Facility Repairs	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$1,000,000
Rebuild Harriston Shop		\$5,500,000				\$6,000,000
New Erin / Brucedale Shop						\$11,200,000
Rebuild Arthur Shop						\$10,500,000
Rebuild Aberfoyle Shop			\$500,000		\$5,500,000	\$6,000,000
Total	\$100,000	\$5,600,000	\$600,000	\$100,000	\$5,600,000	\$34,700,000
Sources of Financing						
Current Revenues	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$1,000,000
Reserves		\$3,500,000	\$500,000		\$5,500,000	\$10,500,000
Growth Related Debenture						\$5,677,000
Debenture		\$2,000,000				\$17,523,000
Total Financing	\$100,000	\$5,600,000	\$600,000	\$100,000	\$5,600,000	\$34,700,000

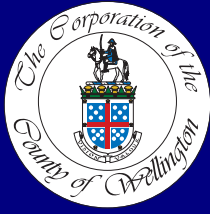
**COUNTY OF WELLINGTON****2021-2030 CAPITAL BUDGET****Programme/Service:****Roads—Equipment****Department:****Engineering Services****Governance:****Roads Committee**

	2021	2022	2023	2024	2025	5 Year Total
Roads Equipment						
Pickup	\$445,000			\$445,000		\$890,000
3 Ton Dump		\$120,000				\$120,000
6 Ton Trucks	\$1,600,000	\$1,500,000	\$1,500,000	\$1,875,000	\$1,500,000	\$7,975,000
Loader		\$190,000		\$190,000	\$190,000	\$570,000
Grader					\$450,000	\$450,000
Forklift		\$60,000				\$60,000
Trailers					\$30,000	\$30,000
Slide in Sander Unit	\$60,000					\$60,000
Tractor			\$120,000		\$120,000	\$240,000
Bucket Truck	\$320,000					\$320,000
Backhoe						
Vacuum Trailer			\$120,000			\$120,000
Manual Line Stripers		\$20,000				\$20,000
Loadster Float						
Hot Box			\$120,000			\$120,000
Chipper			\$89,000			\$89,000
Excavator			\$370,000			\$370,000
Van						
Mechanic Service Vehicle						
Utility Truck		\$120,000				\$120,000
Steam Jenny		\$40,000				\$40,000
Vermeer Stump Grinder		\$80,000				\$80,000
Roll Off Deck/Box			\$60,000			\$60,000
Miscellaneous Equipment	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Total	\$2,525,000	\$2,230,000	\$2,479,000	\$2,610,000	\$2,390,000	\$12,234,000
Sources of Financing						
Reserves	\$2,525,000	\$2,230,000	\$2,479,000	\$2,610,000	\$2,390,000	\$12,234,000
Total Financing	\$2,525,000	\$2,230,000	\$2,479,000	\$2,610,000	\$2,390,000	\$12,234,000

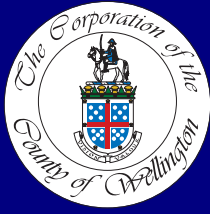
**COUNTY OF WELLINGTON****2021-2030 CAPITAL BUDGET**

Programme/Service: Roads—Equipment
Department: Engineering Services
Governance: Roads Committee

	2026	2027	2028	2029	2030	10 Year Total
Roads Equipment						
Pickup		\$445,000			\$445,000	\$1,780,000
3 Ton Dump						\$120,000
6 Ton Trucks	\$1,500,000	\$1,500,000	\$1,875,000	\$1,500,000	\$1,500,000	\$15,850,000
Loader	\$190,000	\$380,000	\$190,000	\$190,000		\$1,520,000
Grader						\$450,000
Forklift				\$60,000		\$120,000
Trailers				\$12,000		\$42,000
Slide in Sander Unit					\$32,000	\$92,000
Tractor			\$120,000			\$360,000
Bucket Truck					\$320,000	\$640,000
Backhoe				\$180,000		\$180,000
Vacuum Trailer						\$120,000
Manual Line Stripers			\$20,000			\$40,000
Loadster Float					\$45,000	\$45,000
Hot Box						\$120,000
Chipper						\$89,000
Excavator	\$370,000					\$740,000
Van					\$40,000	\$40,000
Mechanic Service Vehicle				\$120,000		\$120,000
Utility Truck						\$120,000
Steam Jenny				\$40,000		\$80,000
Vermeer Stump Grinder						\$80,000
Roll Off Deck/Box	\$120,000			\$60,000	\$60,000	\$300,000
Miscellaneous Equipment	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$1,000,000
Total	\$2,280,000	\$2,425,000	\$2,305,000	\$2,262,000	\$2,542,000	\$24,048,000
Sources of Financing						
Reserves	\$2,280,000	\$2,425,000	\$2,305,000	\$2,262,000	\$2,542,000	\$24,048,000
Total Financing	\$2,280,000	\$2,425,000	\$2,305,000	\$2,262,000	\$2,542,000	\$24,048,000

**COUNTY OF WELLINGTON****2021-2030 CAPITAL BUDGET****Programme/Service:** Roads—Asset Management / Engineering**Department:** Engineering Services**Governance:** Roads Committee

	2021	2022	2023	2024	2025	5 Year Total
2021 Retaining Wall Inv & Cond	\$250,000		\$50,000		\$50,000	\$350,000
Asset Management Hardware	\$45,000					\$45,000
Pavement Condition Study	\$75,000			\$75,000		\$150,000
Culvert Condition Study	\$25,000		\$25,000		\$25,000	\$75,000
Storm Water Condition Review				\$150,000		\$150,000
Pavement Preservation Programme	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,000,000
Warranty Works	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Total	\$2,495,000	\$2,100,000	\$2,175,000	\$2,325,000	\$2,175,000	\$11,270,000
Sources of Financing						
Current Revenues	\$550,000	\$200,000	\$275,000	\$425,000	\$275,000	\$1,725,000
Reserves	\$145,000	\$100,000	\$100,000	\$100,000	\$100,000	\$545,000
Federal Gas Tax	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$9,000,000
Total Financing	\$2,495,000	\$2,100,000	\$2,175,000	\$2,325,000	\$2,175,000	\$11,270,000



COUNTY OF WELLINGTON

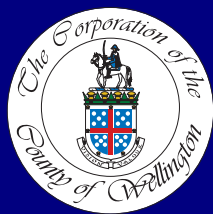
2021-2030 CAPITAL BUDGET

Programme/Service: Roads—Asset Management / Engineering

Department: Engineering Services

Governance: Roads Committee

	2026	2027	2028	2029	2030	10 Year Total
2021 Retaining Wall Inv & Cond		\$50,000		\$50,000		\$450,000
Asset Management Hardware						\$45,000
Pavement Condition Study		\$75,000			\$75,000	\$300,000
Culvert Condition Study						\$75,000
Storm Water Condition Review			\$150,000			\$300,000
Pavement Preservation Programme	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$20,000,000
Warranty Works	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$1,000,000
Total	\$2,100,000	\$2,225,000	\$2,250,000	\$2,150,000	\$2,175,000	\$22,170,000
Sources of Financing						
Current Revenues	\$200,000	\$325,000	\$350,000	\$250,000	\$275,000	\$3,125,000
Reserves	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$1,045,000
Federal Gas Tax	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$18,000,000
Total Financing	\$2,100,000	\$2,225,000	\$2,250,000	\$2,150,000	\$2,175,000	\$22,170,000



COUNTY OF WELLINGTON

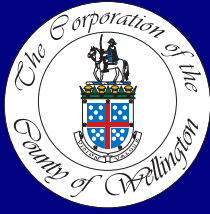
2021-2030 CAPITAL BUDGET

Programme/Service: Roads—Growth Related Construction

Department: Engineering Services

Governance: Roads Committee

	2021	2022	2023	2024	2025	5 Year Total
WR 7 PL Rothsay S for 2km				\$1,600,000		\$1,600,000
WR 7 @ 1st Line Roundabout						
WR 8 at WR 9, Roundabout (Perth)			\$100,000		\$1,500,000	\$1,600,000
WR 18 at Beatty Line Intersect	\$770,000					\$770,000
WR 18 at WR 26 Intersection	\$100,000		\$1,500,000			\$1,600,000
WR 18 at WR 29, Intersection Improvement						
WR 18 at Gerrie Intersection	\$610,000					\$610,000
WR 30, Intersection at Guelph Rd 3					\$100,000	\$100,000
WR 46, WR 34 to 401	\$250,000					\$250,000
WR 46, Maltby to WR 34						
WR124, Whitelaw Int to E of 32			\$3,500,000			\$3,500,000
WR 124 PL Ospringe to Guelph 10km						
WR 124 at WR 32 Intersection	\$135,000				\$4,500,000	\$4,635,000
Total	\$1,865,000		\$5,100,000	\$1,600,000	\$6,100,000	\$14,665,000
Sources of Financing						
Recoveries	\$400,000		\$50,000	\$200,000	\$750,000	\$1,400,000
Current Revenues	\$728,500		\$3,662,000	\$448,000	\$4,333,000	\$9,171,500
Development Charges	\$736,500		\$1,388,000	\$952,000	\$1,017,000	\$4,093,500
Total Financing	\$1,865,000		\$5,100,000	\$1,600,000	\$6,100,000	\$14,665,000



COUNTY OF WELLINGTON

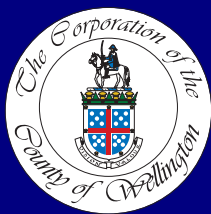
2021-2030 CAPITAL BUDGET

Programme/Service: Roads—Growth Related Construction

Department: Engineering Services

Governance: Roads Committee

	2026	2027	2028	2029	2030	10 Year Total
WR 7 PL Rothsay S for 2km		\$100,000		\$1,000,000		\$1,100,000
WR 7 @ 1st Line Roundabout						\$1,600,000
WR 8 at WR 9, Roundabout (Perth)						\$1,600,000
WR 18 at Beatty Line Intersect						\$770,000
WR 18 at WR 26 Intersection						\$1,600,000
WR 18 at WR 29, Intersection Improvement			\$500,000			\$500,000
WR 18 at Gerrie Intersection						\$610,000
WR 30, Intersection at Guelph Rd 3		\$1,100,000				\$1,200,000
WR 46, WR 34 to 401						\$250,000
WR 46, Maltby to WR 34			\$100,000		\$3,500,000	\$3,600,000
WR124, Whitelaw Int to E of 32						\$3,500,000
WR 124 PL Ospringe to Guelph 10km		\$2,500,000	\$5,000,000			\$7,500,000
WR 124 at WR 32 Intersection						\$4,635,000
Total		\$3,700,000	\$5,600,000	\$1,000,000	\$3,500,000	\$28,465,000
Sources of Financing						
Recoveries						\$1,400,000
Current Revenues		\$1,014,000	\$1,392,000	\$510,000	\$945,000	\$13,032,500
Development Charges		\$2,686,000	\$4,208,000	\$490,000	\$2,555,000	\$14,032,500
Total Financing		\$3,700,000	\$5,600,000	\$1,000,000	\$3,500,000	\$28,465,000



COUNTY OF WELLINGTON

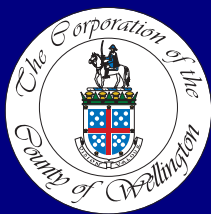
2021-2030 CAPITAL BUDGET

Programme/Service: Roads—Roads Construction

Department: Engineering Services

Governance: Roads Committee

	2021	2022	2023	2024	2025	5 Year Total
WR 5, WR 123 to Lett St Minto	\$100,000	\$1,225,000				\$1,325,000
WR 7 @ WR 12, Intersection						
WR 12, WR 7 to 300m East of 16th Line						
WR 16, Hwy 89 to WR 109						
WR 16, WR 109 to WR 19						
WR 18, Geddes St Mathieson to David				\$100,000		\$100,000
WR18 Geddes St Elora, RtngWall			\$150,000		\$2,500,000	\$2,650,000
WR 18, Mill to Elora PS Storm Sewer		\$100,000		\$3,000,000		\$3,100,000
WR 25, WR 52 to WR 42, 7 km	\$2,500,000	\$3,500,000	\$3,300,000			\$9,300,000
WR 32, WR 33 to Con 2, 2.5 km		\$2,500,000				\$2,500,000
WR 42 at WR 24 Intersection		\$750,000				\$750,000
WR 45, Road/Slope @ WR 12	\$550,000					\$550,000
WR 50, Railway Tracks to WR 125 6km						
WR 52, WR 124 to 9th Line			\$1,500,000			\$1,500,000
WR 109 at WR 16 Intersection						
WR 123, Palmerston WR 5 to Hwy 23, 2km						
WR 124, Land & Utility GET Rd1	\$2,000,000					\$2,000,000
WR 124 at WR 24, Intersection				\$1,400,000		\$1,400,000
WR 124: Guelph to Whitelaw		\$3,500,000				\$3,500,000
WR 124, WR 24 to Ospringe 6km					\$100,000	\$100,000
WR 124, WR 32 to Guelph Rd 1, 1.7 km				\$4,000,000		\$4,000,000
Total	\$5,150,000	\$11,575,000	\$4,950,000	\$8,500,000	\$2,600,000	\$32,775,000
Sources of Financing						
Recoveries		\$375,000				\$375,000
Current Revenues	\$4,600,000	\$7,500,000	\$3,450,000	\$3,500,000	\$100,000	\$19,150,000
Reserves	\$550,000	\$3,700,000	\$570,000	\$3,000,000		\$7,820,000
Federal Gas Tax				\$1,000,000	\$2,500,000	\$3,500,000
Ontario Community Infrastructure Fund			\$930,000	\$1,000,000		\$1,930,000
Total Financing	\$5,150,000	\$11,575,000	\$4,950,000	\$8,500,000	\$2,600,000	\$32,775,000



COUNTY OF WELLINGTON

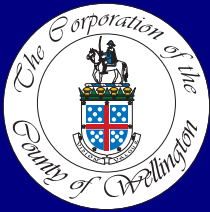
2021-2030 CAPITAL BUDGET

Programme/Service: Roads—Roads Construction

Department: Engineering Services

Governance: Roads Committee

	2026	2027	2028	2029	2030	10 Year Total
WR 5, WR 123 to Lett St Minto						\$1,325,000
WR 7 @ WR 12, Intersection	\$100,000	\$750,000	\$750,000			\$1,600,000
WR 12, WR 7 to 300m E of 16th Line			\$100,000	\$1,500,000		\$1,600,000
WR 16, Hwy 89 to WR 109		\$50,000	\$900,000	\$2,100,000		\$3,050,000
WR 16, WR 109 to WR 19			\$50,000		\$3,000,000	\$3,050,000
WR 18, Geddes St Mathieson to David	\$1,500,000					\$1,600,000
WR18 Geddes St Elora, RtngWall						\$2,650,000
WR 18, Mill to Elora PS Storm Sewer						\$3,100,000
WR 25, WR 52 to WR 42, 7 km						\$9,300,000
WR 32, WR 33 to Con 2, 2.5 km						\$2,500,000
WR 42 at WR 24 Intersection						\$750,000
WR 45, Road/Slope @ WR 12						\$550,000
WR 50, Railway Tracks to WR 125 6km			\$100,000		\$3,000,000	\$3,100,000
WR 52, WR 124 to 9th Line						\$1,500,000
WR 109 at WR 16 Intersection		\$750,000				\$750,000
WR 123, Palmerston WR 5 to Hwy 23	\$200,000		\$2,300,000	\$2,500,000	\$1,200,000	\$6,200,000
WR 124, Land & Utility GET Rd1						\$2,000,000
WR 124 at WR 24, Intersection						\$1,400,000
WR 124: Guelph to Whitelaw						\$3,500,000
WR 124, WR 24 to Ospringe 6km	\$3,500,000					\$3,600,000
WR 124, WR 32 to Guelph Rd 1, 1.7 km						\$4,000,000
Total	\$5,300,000	\$1,550,000	\$4,200,000	\$6,100,000	\$7,200,000	\$57,125,000
Sources of Financing						
Recoveries						\$375,000
Current Revenues	\$3,800,000	\$1,550,000	\$4,200,000	\$6,100,000	\$7,200,000	\$42,000,000
Reserves	\$1,500,000					\$9,320,000
Federal Gas Tax						\$3,500,000
Ontario Community Infrastructure Fund						\$1,930,000
Total Financing	\$5,300,000	\$1,550,000	\$4,200,000	\$6,100,000	\$7,200,000	\$57,125,000

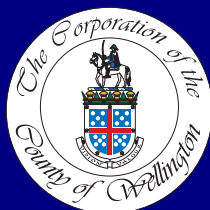


COUNTY OF WELLINGTON

2021-2030 CAPITAL BUDGET

Programme/Service: Roads—Bridges
Department: Engineering Services
Governance: Roads Committee

	2021	2022	2023	2024	2025	5 Year Total
WR 6, O'Dwyer's Bridge, 006008 Rehab		\$50,000		\$500,000		\$550,000
WR 7, Bosworth Bridge, B007028		\$6,000,000				\$6,000,000
WR 7, Elora Gorge Xing B007059	\$125,000					\$125,000
WR 11, Flax Bridge, B011025, Replace	\$150,000			\$3,000,000		\$3,150,000
WR 12, Bridge B012100, Replace		\$100,000		\$900,000		\$1,000,000
WR 16, Penfold Bridge, B016038					\$2,250,000	\$2,250,000
WR 16, Bridge B016103, Rehab	\$100,000					\$100,000
WR 17, Bridge B017115, Rehab		\$200,000				\$200,000
WR 18, Bridge B018105 Replace	\$1,000,000					\$1,000,000
WR 18, Carroll Creek B018090	\$550,000					\$550,000
WR 32, Blatchford Bridge, Replace				\$200,000		\$200,000
WR 35, Paddock Bridge, B035087						
WR 36, Bridge B036122, Replace					\$1,000,000	\$1,000,000
WR 36, Bridge B036086, Replace					\$1,000,000	\$1,000,000
WR 38, Bridge B038113, Replace				\$500,000		\$500,000
WR 42, Bridge B042111, Rehab		\$100,000				\$100,000
WR 43, Caldwell Bridge, Replace						
WR 109, CR Bridge 4, B109133	\$50,000				\$3,000,000	\$3,050,000
WR 109, CR Bridge 10 B109134	\$50,000					\$50,000
WR 109, CR Bridge 6 B109132			\$4,850,000			\$4,850,000
WR 109, CR Bridge 5, C109123				\$4,750,000		\$4,750,000
Steel Bridge Condition Survey		\$200,000				\$200,000
Various Bridge Patches		\$250,000		\$250,000		\$500,000
Total	\$2,025,000	\$6,900,000	\$4,850,000	\$10,100,000	\$7,250,000	\$31,125,000
Sources of Financing						
Recoveries		\$150,000		\$250,000		\$400,000
Subsidies			\$4,160,000			\$4,160,000
Current Revenues	\$1,095,000	\$750,000	\$690,000	\$2,600,000	\$1,350,000	\$6,485,000
Reserves		\$3,500,000		\$5,250,000	\$1,240,000	\$9,990,000
Federal Gas Tax		\$1,500,000			\$2,800,000	\$4,300,000
Ontario Community Infrastructure Fund	\$930,000	\$1,000,000			\$1,860,000	\$3,790,000
Debenture				\$2,000,000		\$2,000,000
Total Financing	\$2,025,000	\$6,900,000	\$4,850,000	\$10,100,000	\$7,250,000	\$31,125,000

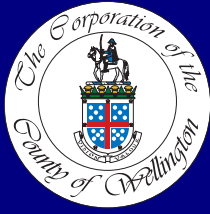


COUNTY OF WELLINGTON

2021-2030 CAPITAL BUDGET

Programme/Service: Roads—Bridges
Department: Engineering Services
Governance: Roads Committee

	2026	2027	2028	2029	2030	10 Year Total
WR 6, O'Dwyer's Bridge, 006008 Rehab						\$550,000
WR 7, Bosworth Bridge, B007028						\$6,000,000
WR 7, Elora Gorge Xing B007059						\$125,000
WR 11, Flax Bridge, B011025, Replace						\$3,150,000
WR 12, Bridge B012100, Replace						\$1,000,000
WR 16, Penfold Bridge, B016038						\$2,250,000
WR 16, Bridge B016103, Rehab						\$100,000
WR 17, Bridge B017115, Rehab						\$200,000
WR 18, Bridge B018105 Replace						\$1,000,000
WR 18, Carroll Creek B018090						\$550,000
WR 32, Blatchford Bridge, Replace	\$4,500,000					\$4,700,000
WR 35, Paddock Bridge, B035087		\$2,000,000				\$2,000,000
WR 36, Bridge B036122, Replace						\$1,000,000
WR 36, Bridge B036086, Replace						\$1,000,000
WR 38, Bridge B038113, Replace						\$500,000
WR 42, Bridge B042111, Rehab						\$100,000
WR 43, Caldwell Bridge, Replace			\$200,000			\$200,000
WR 109, CR Bridge 4, B109133						\$3,050,000
WR 109, CR Bridge 10 B109134	\$2,800,000					\$2,850,000
WR 109, CR Bridge 6 B109132						\$4,850,000
WR 109, CR Bridge 5, C109123						\$4,750,000
Steel Bridge Condition Survey						\$200,000
Various Bridge Patches	\$250,000		\$250,000		\$250,000	\$1,250,000
Total	\$7,550,000	\$2,000,000	\$450,000		\$250,000	\$41,375,000
Sources of Financing						
Recoveries						\$400,000
Subsidies						\$4,160,000
Current Revenues	\$2,890,000	\$2,000,000	\$450,000		\$250,000	\$12,075,000
Reserves	\$2,800,000					\$12,790,000
Federal Gas Tax						\$4,300,000
Ontario Community Infrastructure Fund	\$1,860,000					\$5,650,000
Debenture						\$2,000,000
Total Financing	\$7,550,000	\$2,000,000	\$450,000		\$250,000	\$41,375,000

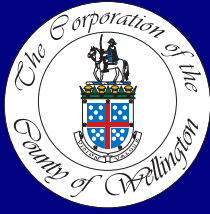


COUNTY OF WELLINGTON

2021-2030 CAPITAL BUDGET

Programme/Service: Roads—Culverts
Department: Engineering Services
Governance: Roads Committee

	2021	2022	2023	2024	2025	5 Year Total
WR 7, Culvert C071040 Rehab		\$300,000				\$300,000
WR 10, Clvrt C101000, Replace			\$50,000		\$900,000	\$950,000
WR 10, Clvrt C100970, Replace						
WR 11, Clvrt C110930, Replace						
WR 12, Culvert C12086, Replace		\$1,100,000				\$1,100,000
WR 16, Clvrt C160090, Liner	\$750,000					\$750,000
WR 18, Culvert C180210, Liner		\$1,100,000				\$1,100,000
WR 32, Culvert C321140 Replace	\$1,000,000					\$1,000,000
WR 109, Clvrt C109142, Replace	\$100,000					\$100,000
WR 124, Clvrt C124124, Replace			\$100,000		\$1,500,000	\$1,600,000
Municipal Drains	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Various Culvert Needs	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Total	\$2,150,000	\$2,800,000	\$450,000	\$300,000	\$2,700,000	\$8,400,000
Sources of Financing						
Current Revenues	\$570,000	\$1,390,000	\$450,000	\$300,000	\$2,700,000	\$5,410,000
Federal Gas Tax	\$650,000	\$550,000				\$1,200,000
Ontario Community Infrastructure Fund	\$930,000	\$860,000				\$1,790,000
Total Financing	\$2,150,000	\$2,800,000	\$450,000	\$300,000	\$2,700,000	\$8,400,000



COUNTY OF WELLINGTON

2021-2030 CAPITAL BUDGET

Programme/Service:

Roads—Culverts

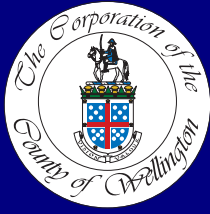
Department:

Engineering Services

Governance:

Roads Committee

	2026	2027	2028	2029	2030	10 Year Total
WR 7, Culvert C071040 Rehab						\$300,000
WR 10, Clvrt C101000, Replace						\$950,000
WR 10, Clvrt C100970, Replace	\$50,000		\$500,000			\$550,000
WR 11, Clvrt C110930, Replace	\$50,000		\$750,000			\$800,000
WR 12, Culvert C12086, Replace						\$1,100,000
WR 16, Clvrt C160090, Liner						\$750,000
WR 18, Culvert C180210, Liner						\$1,100,000
WR 32, Culvert C321140 Replace						\$1,000,000
WR 109, Clvrt C109142, Replace						\$100,000
WR 124, Clvrt C124124, Replace						\$1,600,000
Municipal Drains	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$1,000,000
Various Culvert Needs	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$2,000,000
Total	\$400,000	\$300,000	\$1,550,000	\$300,000	\$300,000	\$11,250,000
Sources of Financing						
Current Revenues	\$400,000	\$300,000	\$1,550,000	\$300,000	\$300,000	\$8,260,000
Federal Gas Tax						\$1,200,000
Ontario Community Infrastructure Fund						\$1,790,000
Total Financing	\$400,000	\$300,000	\$1,550,000	\$300,000	\$300,000	\$11,250,000



COUNTY OF WELLINGTON

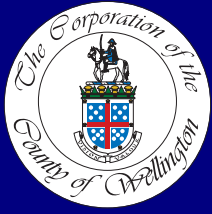
2021-2030 CAPITAL BUDGET

Programme/Service: Roads—County Bridges on Local Roads

Department: Engineering Services

Governance: Roads Committee

	2021	2022	2023	2024	2025	5 Year Total
Hagan's Bridge B000067, Rehab	\$200,000					\$200,000
Jones Baseline, Ostrander Bridge, 000032, Rehab						
Armstrong Bridge 000070, Rehab	\$450,000					\$450,000
Total	\$650,000					\$650,000
Sources of Financing						
Current Revenues	\$200,000					\$200,000
Reserves	\$450,000					\$450,000
Total Financing	\$650,000					\$650,000



COUNTY OF WELLINGTON

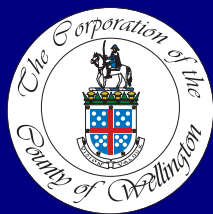
2021-2030 CAPITAL BUDGET

Programme/Service: Roads—County Bridges on Local Roads

Department: Engineering Services

Governance: Roads Committee

	2026	2027	2028	2029	2030	10 Year Total
Hagan's Bridge B000067, Rehab						\$200,000
Jones Baseline, Ostrander Bridge, 000032, Rehab		\$100,000		\$800,000		\$900,000
Armstrong Bridge 000070, Rehab						\$450,000
Total County Bridges on Local Roads		\$100,000		\$800,000		\$1,550,000
Total		\$100,000		\$800,000		\$1,550,000
Sources of Financing						
Current Revenues		\$100,000		\$800,000		\$1,100,000
Reserves						\$450,000
Total Financing		\$100,000		\$800,000		\$1,550,000



COUNTY OF WELLINGTON

2021-2030 CAPITAL BUDGET

Programme/Service:

Roads—Resurfacing

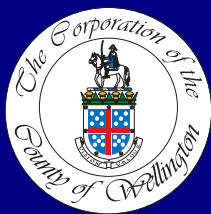
Department:

Engineering Services

Governance:

Roads Committee

	2021	2022	2023	2024	2025	5 Year Total
WR 7, Rothsay to WR 11, 5.2 km				\$2,000,000		\$2,000,000
WR 7, WR 51 to N Bound PL 3.2 km					\$1,200,000	\$1,200,000
WR 7, Between PL at Ponsonby, 1km					\$25,000	\$25,000
WR 7, S Bound PL to 1st Line 2.1 km						
WR 7, 1st Line to WR 18, 3.3 km					\$100,000	\$100,000
WR 7, Alma to Sideroad 16, 11.1 km						
WR 7, Hwy 6 to WR 51			\$950,000			\$950,000
WR 7, Rothsay to 700 m south of SR 3, 2.6 km			\$100,000	\$1,000,000		\$1,100,000
WR 11, 300m S of 16th Line to WR 109					\$100,000	\$100,000
WR 11, Con Lake Dam to 1.2 km N of 6th Line						
WR 11, WR 7 to 300 m s of the 16th Line			\$50,000		\$1,700,000	\$1,750,000
WR 11, WR7 to Emmerson Simmons Bridge						
WR 12, 300 m East of 16th Line to WR 109						
WR 17, ROW to Floradale Rd, 1.5 km		\$100,000		\$500,000		\$600,000
WR 17, WR 7 to Hwy 6, 4.7 km						
WR 18, Fergus to Dufferin PH 1	\$2,000,000		\$1,500,000			\$3,500,000
WR 18, Beatty Ln - Hwy 6 1.2km	\$25,000	\$25,000		\$500,000		\$550,000
WR 18, Hwy 6 to Watt St 1.3 km				\$100,000		\$100,000
WR 18, WR 7 to ROW boundary, 6.3 km				\$100,000		\$100,000
WR 19, Hwy 6 to 100m east of Tom St				\$25,000	\$500,000	\$525,000
WR 22, Hwy 6 to WR 29 3.9 km						
WR 22, WR 23 to WR 25 3.0 km						
WR 22, WR 26 to 300m S of WR24	\$400,000		\$2,000,000			\$2,400,000
WR 24, WR 22 to N end of Hillsburgh 2.5 km						
WR 24, 300m S of WR 50 to SR 9 2.5 km						
WR 24, SR 9 to WR 124 1.9 km						
WR 24, WR 42 to 1.2 km N of WR 42						
WR 25, WR 124 to WR 22 3.2 km				\$100,000		\$100,000
WR 26, WR 22 to WR 18 6 km						
WR 30, WR 39 to WR86, 1.8km	\$950,000					\$950,000
WR 30, WR 39 to Hwy 6 2.5 km						
WR 30, ROW to WR 86 3.8 km						



COUNTY OF WELLINGTON

2021-2030 CAPITAL BUDGET

Programme/Service:

Roads—Resurfacing

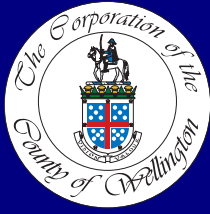
Department:

Engineering Services

Governance:

Roads Committee

	2026	2027	2028	2029	2030	10 Year Total
WR 7, Rothsay to WR 11, 5.2 km						\$2,000,000
WR 7, WR 51 to N Bound PL 3.2 km						\$1,200,000
WR 7, Between PL at Ponsonby, 1km	\$500,000					\$525,000
WR 7, S Bound PL to 1st Line 2.1 km			\$50,000	\$1,000,000		\$1,050,000
WR 7, 1st Line to WR 18, 3.3 km		\$2,000,000				\$2,100,000
WR 7, Alma to Sideroad 16, 11.1 km					\$50,000	\$50,000
WR 7, Hwy 6 to WR 51						\$950,000
WR 7, Rothsay to 700 m south of SR 3, 2.6 km						\$1,100,000
WR 11, 300m S of 16th Line to WR 109		\$800,000				\$900,000
WR 11, Con Lake Dam to 1.2 km N of 6th Line		\$100,000	\$1,600,000			\$1,700,000
WR 11, WR 7 to 300 m s of the 16th Line, 3.8 km						\$1,750,000
WR 11, WR7 to Emmerson Simmons Brdg, 3.8 km			\$100,000	\$1,700,000		\$1,800,000
WR 12, 300 m East of 16th Line to WR 109				\$100,000	\$1,600,000	\$1,700,000
WR 17, ROW to Floradale Rd, 1.5 km						\$600,000
WR 17, WR 7 to Hwy 6, 4.7 km			\$50,000		\$1,500,000	\$1,550,000
WR 18, Fergus to Dufferin PH 1						\$3,500,000
WR 18, Beatty Ln - Hwy 6 1.2km						\$550,000
WR 18, Hwy 6 to Watt St 1.3 km	\$1,000,000					\$1,100,000
WR 18, WR 7 to ROW boundary, 6.3 km	\$2,250,000					\$2,350,000
WR 19, Hwy 6 to 100m east of Tom St						\$525,000
WR 22, Hwy 6 to WR 29 3.9 km		\$100,000		\$1,200,000		\$1,300,000
WR 22, WR 23 to WR 25 3.0 km			\$100,000		\$1,500,000	\$1,600,000
WR 22, WR 26 to 300m S of WR24						\$2,400,000
WR 24, WR 22 to N end of Hillsburgh 2.5 km	\$50,000	\$2,000,000				\$2,050,000
WR 24, 300m S of WR 50 to SR 9 2.5 km		\$50,000	\$1,000,000			\$1,050,000
WR 24, SR 9 to WR 124 1.9 km			\$50,000	\$750,000		\$800,000
WR 24, WR 42 to 1.2 km N of WR 42			\$50,000	\$750,000		\$800,000
WR 25, WR 124 to WR 22 3.2 km	\$1,500,000					\$1,600,000
WR 26, WR 22 to WR 18 6 km			\$100,000	\$1,800,000	\$1,800,000	\$3,700,000
WR 30, WR 39 to WR86, 1.8km						\$950,000
WR 30, WR 39 to Hwy 6 2.5 km		\$100,000		\$1,100,000		\$1,200,000
WR 30, ROW to WR 86 3.8 km			\$100,000		\$1,800,000	\$1,900,000

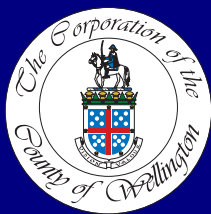


COUNTY OF WELLINGTON

2021-2030 CAPITAL BUDGET

Programme/Service: Roads—Resurfacing
 Department: Engineering Services
 Governance: Roads Committee

	2021	2022	2023	2024	2025	5 Year Total
WR 32, Int Hwy 7 & Twnshp Rd 3	\$150,000					\$150,000
WR 32, WR 34 to WR 124, 5 km						
WR 33, WR 34 to Hwy 401, 1.8 km			\$50,000	\$1,000,000		\$1,050,000
WR 34, WR 33 to WR 32, 2 km			\$50,000		\$750,000	\$800,000
WR 34, WR 46 to Victoria Rd 2.1 km					\$100,000	\$100,000
WR 34, WR 32 to SR 10 North 2 km						
WR 35, WR 34 to Hamilton bndry, 6.6 km						
WR 38, City of Guelph to Highway 6, 3.7 km						
WR 43, WR 19 to Glengarry Cr 1.3 km				\$100,000		\$100,000
WR 51, WR 86 to 800m E of WR 39					\$100,000	\$100,000
WR 52, 9th Line to WR 25 2.8 km			\$50,000	\$1,000,000		\$1,050,000
WR 86, WR 85 to SR 19, 4.1 km		\$1,500,000				\$1,500,000
WR 109, Hwy 6 to Dufferin 11.1 km						
WR 109, WR 7 to WR 10, 5.9 km						
WR 123, Palm to Teviotdale	\$100,000		\$2,500,000			\$2,600,000
WR 124, 400m N of WR 23 to WR 25 2.5 km						
Total	\$3,625,000	\$1,625,000	\$7,250,000	\$6,425,000	\$4,575,000	\$23,500,000
Sources of Financing						
Recoveries	\$105,000		\$1,250,000			\$1,355,000
Current Revenues	\$2,670,000	\$1,625,000	\$3,070,000	\$5,565,000	\$4,575,000	\$17,505,000
Reserves			\$2,000,000			\$2,000,000
Federal Gas Tax	\$850,000					\$850,000
Ontario Community Infrastructure Fund			\$930,000	\$860,000		\$1,790,000
Total Financing	\$3,625,000	\$1,625,000	\$7,250,000	\$6,425,000	\$4,575,000	\$23,500,000



COUNTY OF WELLINGTON

2021-2030 CAPITAL BUDGET

Programme/Service:

Roads—Resurfacing

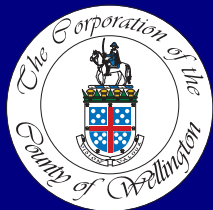
Department:

Engineering Services

Governance:

Roads Committee

	2026	2027	2028	2029	2030	10 Year Total
WR 32, Int Hwy 7 & Twnshp Rd 3						\$150,000
WR 32, WR 34 to WR 124, 5 km	\$100,000	\$2,500,000				\$2,600,000
WR 33, WR 34 to Hwy 401, 1.8 km						\$1,050,000
WR 34, WR 33 to WR 32, 2 km						\$800,000
WR 34, WR 46 to Victoria Rd 2.1 km		\$1,000,000				\$1,100,000
WR 34, WR 32 to SR 10 North 2 km		\$100,000		\$1,000,000		\$1,100,000
WR 35, WR 34 to Hamilton boundary, 6.6 km			\$100,000		\$2,500,000	\$2,600,000
WR 38, City of Guelph to Highway 6, 3.7 km	\$1,600,000					\$1,600,000
WR 43, WR 19 to Glengarry Cr 1.3 km	\$1,000,000					\$1,100,000
WR 51, WR 86 to 800m E of WR 39		\$1,500,000				\$1,600,000
WR 52, 9th Line to WR 25 2.8 km						\$1,050,000
WR 86, WR 85 to SR 19, 4.1 km						\$1,500,000
WR 109, Hwy 6 to Dufferin 11.1 km	\$100,000		\$5,500,000			\$5,600,000
WR 109, WR 7 to WR 10, 5.9 km		\$2,250,000				\$2,250,000
WR 123, Palm to Teviotdale						\$2,600,000
WR 124, 400m N of WR 23 to WR 25 2.5 km		\$100,000	\$1,000,000			\$1,100,000
Total	\$8,100,000	\$12,600,000	\$9,800,000	\$9,400,000	\$10,750,000	\$74,150,000
Sources of Financing						
Recoveries						\$1,355,000
Current Revenues	\$8,100,000	\$9,740,000	\$6,440,000	\$7,540,000	\$6,890,000	\$56,215,000
Reserves						\$2,000,000
Federal Gas Tax		\$1,000,000	\$1,500,000		\$2,000,000	\$5,350,000
Ontario Community Infrastructure Fund		\$1,860,000	\$1,860,000	\$1,860,000	\$1,860,000	\$9,230,000
Total Financing	\$8,100,000	\$12,600,000	\$9,800,000	\$9,400,000	\$10,750,000	\$74,150,000



Programme Overview

Programme/Service:	Solid Waste Services
Department:	Engineering Services
Governance:	Solid Waste Services Committee

Programme Description

- The County provides programmes for the collection and disposal of municipal solid waste and recyclables, and operates one active landfill site and five transfer stations
- The County is also responsible for 16 closed landfill sites
- A curbside user pay collection service is offered in urban and rural areas County-wide
- The landfill sites and transfer stations provide waste and recyclable disposal opportunities to manage items and quantities not appropriate for curbside collection. The waste facilities provide means to divert materials from landfill including household hazardous wastes, electronics, tires, brush, scrap metal and reuse centres.

2021 Budget Highlights

Capital Budget:

- A total of \$11 million in expenditures is projected over the ten-year period
- Facility upgrades at the Elora and Rothsay Transfer Stations are planned for 2022
- Riverstown landfill is the County's one remaining active landfill site with expected capacity through to 2050. Staff are planning for the closure of Phase I and the future development of Phase II throughout the ten-year forecast and have included projects totalling \$4.8 million.

Operating Budget:

- The annualization of curbside collection changes implemented in 2020 which includes organics collection, standardized collection frequency, leaf and yard waste collection and a collection fleet fueled by natural gas.
- Resource Productivity and Recovery Authority (RPRA) funding for the Blue Box programme has been increased by \$158,600.
- Sales revenue from recyclable materials decreased in 2021 as a result of weaker commodity markets experienced in 2020
- Curbside user fees revenue have been updated to reflect continued growth in the service

Staff Complement (Full time equivalents)		
	2020	2021
Administration	7.3	7.3
Operations	1.0	1.0
Collections	2.3	2.3
Roll-off	4.6	4.6
Transfer stations	11.4	11.4
Disposal	3.3	3.3
Total	29.9	29.9
Current employee count: 46		



COUNTY OF WELLINGTON

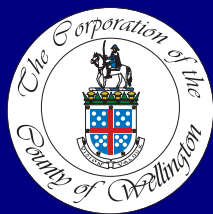
2021 OPERATING BUDGET

Programme/Service: Solid Waste Services

Department: Engineering Services

Governance: Solid Waste Services Committee

	2019		2020			\$ Change	% Change
	2019	2019	Preliminary	2020	2021	Budget	Budget
	Actuals	Budget	Actuals	Budget	Budget		
Revenue							
Grants & Subsidies	\$977,680	\$977,400	\$1,057,159	\$1,111,200	\$1,275,500	\$164,300	14.8%
Licenses, Permits and Rents	\$8,836	\$8,900	\$8,836	\$8,900	\$19,100	\$10,200	114.6%
User Fees & Charges	\$3,396,018	\$3,278,200	\$3,524,589	\$3,439,300	\$3,581,200	\$141,900	4.1%
Sales Revenue	\$552,085	\$812,800	\$434,666	\$607,800	\$472,100	(\$135,700)	(22.3%)
Internal Recoveries	\$608,675	\$568,500	\$739,697	\$709,500	\$839,800	\$130,300	18.4%
Total Revenue	\$5,543,294	\$5,645,800	\$5,764,947	\$5,876,700	\$6,187,700	\$311,000	5.3%
Expenditure							
Salaries, Wages and Benefits	\$2,603,505	\$2,598,100	\$2,737,331	\$2,645,100	\$2,683,600	\$38,500	1.5%
Supplies, Material & Equipment	\$1,035,040	\$1,040,700	\$917,502	\$1,049,900	\$1,052,200	\$2,300	0.2%
Purchased Services	\$5,748,867	\$5,817,500	\$7,152,057	\$7,285,400	\$8,719,000	\$1,433,600	19.7%
Insurance & Financial	\$235,585	\$235,400	\$269,721	\$240,000	\$258,400	\$18,400	7.7%
Debt Charges	\$ -	\$ -	\$ -	\$ -	\$27,400	\$27,400	-
Internal Charges	\$584,423	\$567,800	\$743,119	\$708,800	\$839,100	\$130,300	18.4%
Total Expenditure	\$10,207,420	\$10,259,500	\$11,819,730	\$11,929,200	\$13,579,700	\$1,650,500	13.8%
Net Operating Cost / (Revenue)	\$4,664,126	\$4,613,700	\$6,054,783	\$6,052,500	\$7,392,000	\$1,339,500	22.1%
Transfers							
Transfer from Reserve	(\$316,516)	(\$268,800)	(\$422,720)	(\$267,400)	(\$344,700)	(\$77,300)	28.9%
Transfers to Reserve	\$1,300,000	\$1,300,000	\$1,550,000	\$1,550,000	\$1,550,000	\$ -	-
Total Transfers	\$983,484	\$1,031,200	\$1,127,280	\$1,282,600	\$1,205,300	(\$77,300)	(6.0%)
NET COST / (REVENUE)	\$5,647,610	\$5,644,900	\$7,182,063	\$7,335,100	\$8,597,300	\$1,262,200	17.2%



COUNTY OF WELLINGTON

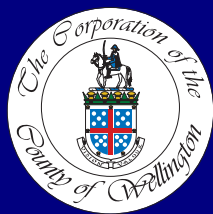
2021 –2030 OPERATING BUDGET

Programme/Service: Solid Waste Services

Department: Engineering Services

Governance: Solid Waste Services Committee

	2021	2022	Projected 2023	2024	2025
REVENUE					
Grants & Subsidies	\$1,275,500	\$1,275,500	\$1,275,500	\$1,275,500	\$1,275,500
Licenses, Permits and Rents	\$19,100	\$19,100	\$19,100	\$19,100	\$19,100
User Fees & Charges	\$3,581,200	\$3,615,400	\$3,649,800	\$3,685,300	\$3,720,900
Sales Revenue	\$472,100	\$472,100	\$472,100	\$472,100	\$472,100
Internal Recoveries	\$839,800	\$839,800	\$839,800	\$839,800	\$839,800
Total Revenue	\$6,187,700	\$6,221,900	\$6,256,300	\$6,291,800	\$6,327,400
EXPENDITURES					
Salaries, Wages and Benefits	\$2,683,600	\$2,759,300	\$2,837,200	\$2,918,200	\$3,004,500
Supplies, Material & Equipment	\$1,052,200	\$1,061,000	\$1,089,100	\$1,121,800	\$1,155,900
Purchased Services	\$8,719,000	\$8,796,500	\$8,941,200	\$9,087,200	\$9,241,000
Insurance & Financial	\$258,400	\$262,600	\$267,100	\$271,400	\$276,300
Debt Charges	\$27,400	\$261,600	\$261,600	\$261,600	\$261,700
Internal Charges	\$839,100	\$839,100	\$839,100	\$839,100	\$839,100
Total Expenditures	\$13,579,700	\$13,980,100	\$14,235,300	\$14,499,300	\$14,778,500
Net Operating Cost / (Revenue)	\$7,392,000	\$7,758,200	\$7,979,000	\$8,207,500	\$8,451,100
TRANSFERS					
Transfer from Reserves	(\$344,700)	(\$297,500)	(\$306,100)	(\$314,800)	(\$323,800)
Transfer to Reserves	\$1,550,000	\$1,550,000	\$1,550,000	\$1,550,000	\$1,550,000
Total Transfers	\$1,205,300	\$1,252,500	\$1,243,900	\$1,235,200	\$1,226,200
TAX LEVY REQUIREMENT	\$8,597,300	\$9,010,700	\$9,222,900	\$9,442,700	\$9,677,300
yr/yr % change	17.2%	4.8%	2.4%	2.4%	2.5%



COUNTY OF WELLINGTON

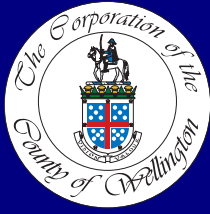
2021 –2030 OPERATING BUDGET

Programme/Service: Solid Waste Services

Department: Engineering Services

Governance: Solid Waste Services Committee

	2026	2027	Projected 2028	2029	2030
REVENUE					
Grants & Subsidies	\$1,275,500	\$1,275,500	\$1,275,500	\$1,275,500	\$1,275,500
Licenses, Permits and Rents	\$19,100	\$19,100	\$19,100	\$19,100	\$19,100
User Fees & Charges	\$3,758,100	\$3,795,500	\$3,833,500	\$3,871,500	\$3,909,700
Sales Revenue	\$472,100	\$472,100	\$472,100	\$472,100	\$472,100
Internal Recoveries	\$839,800	\$839,800	\$839,800	\$856,800	\$878,500
Total Revenue	\$6,364,600	\$6,402,000	\$6,440,000	\$6,495,000	\$6,554,900
EXPENDITURES					
Salaries, Wages and Benefits	\$3,101,300	\$3,202,200	\$3,306,000	\$3,413,500	\$3,525,700
Supplies, Material & Equipment	\$1,194,700	\$1,226,900	\$1,263,700	\$1,302,600	\$1,341,800
Purchased Services	\$9,399,700	\$9,563,900	\$9,725,800	\$9,903,300	\$10,168,200
Insurance & Financial	\$281,600	\$286,800	\$291,500	\$301,700	\$307,300
Debt Charges	\$261,600	\$261,700	\$261,600	\$261,600	\$261,700
Internal Charges	\$839,100	\$839,100	\$839,100	\$839,100	\$839,100
Total Expenditures	\$15,078,000	\$15,380,600	\$15,687,700	\$16,021,800	\$16,443,800
Net Operating Cost / (Revenue)	\$8,713,400	\$8,978,600	\$9,247,700	\$9,526,800	\$9,888,900
TRANSFERS					
Transfer from Reserves	(\$333,000)	(\$342,400)	(\$352,000)	(\$361,600)	(\$371,400)
Transfer to Reserves	\$1,550,000	\$1,550,000	\$1,550,000	\$1,550,000	\$1,550,000
Total Transfers	\$1,217,000	\$1,207,600	\$1,198,000	\$1,188,400	\$1,178,600
TAX LEVY REQUIREMENT	\$9,930,400	\$10,186,200	\$10,445,700	\$10,715,200	\$11,067,500
yr/yr % change	2.6%	2.6%	2.5%	2.6%	3.3%



COUNTY OF WELLINGTON

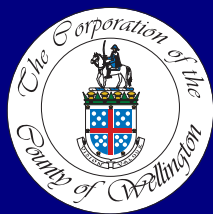
2021-2030 CAPITAL BUDGET

Programme/Service: Solid Waste Services

Department: Engineering Services

Governance: Solid Waste Services Committee

	2021	2022	2023	2024	2025	5 Year Total
Equipment						
Computer Software		\$140,000				\$140,000
Collection Van	\$45,000					\$45,000
Disposal Pickup			\$45,000			\$45,000
Disposal Compactor			\$650,000			\$650,000
Disposal Loader						
Disposal Bulldozer						
Roll Off Lugger		\$240,000	\$240,000			\$480,000
Roll Off Pickup	\$45,000					\$45,000
Collection Pickup			\$45,000			\$45,000
Transfer Pickup					\$45,000	\$45,000
Transfer Backhoe						
Transfer Dumptruck				\$200,000		\$200,000
General Ops Pickup					\$45,000	\$45,000
Total Equipment	\$90,000	\$380,000	\$980,000	\$200,000	\$90,000	\$1,740,000
Active Landfill Sites and Transfer Stations						
Site Impr - Rd Maint All Sites		\$100,000				\$100,000
Riverstown: Leachate Syst Dev	\$2,350,000					\$2,350,000
Riverstown: Cell Dev Phase II					\$750,000	\$750,000
Site Improvements - Buildings all sites						
Elora Waste Facility Upgrade		\$1,350,000				\$1,350,000
Riverstown: Pre-excavation Phase II		\$100,000	\$100,000	\$100,000		\$300,000
Rothsay Waste Facility Upgrade		\$450,000				\$450,000
Riverstown - North Pond Dev				\$550,000		\$550,000
Total Active Landfill Sites and Transfer Stations	\$2,350,000	\$2,000,000	\$100,000	\$650,000	\$750,000	\$5,850,000
Total	\$2,440,000	\$2,380,000	\$1,080,000	\$850,000	\$840,000	\$7,590,000
Sources of Financing						
Reserves	\$90,000	\$1,250,000	\$1,080,000	\$850,000	\$840,000	\$4,110,000
Development Charges		\$1,130,000				\$1,130,000
Debenture	\$2,350,000					\$2,350,000
Total Financing	\$2,440,000	\$2,380,000	\$1,080,000	\$850,000	\$840,000	\$7,590,000



COUNTY OF WELLINGTON

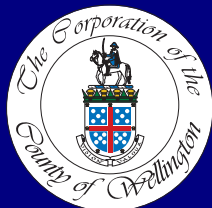
2021-2030 CAPITAL BUDGET

Programme/Service: Solid Waste Services

Department: Engineering Services

Governance: Solid Waste Services Committee

	2026	2027	2028	2029	2030	10 Year Total
Equipment						
Computer Software						\$140,000
Collection Van	\$45,000					\$90,000
Disposal Pickup				\$45,000		\$90,000
Disposal Compactor			\$650,000			\$1,300,000
Disposal Loader		\$230,000				\$230,000
Disposal Bulldozer	\$600,000					\$600,000
Roll Off Luger			\$240,000	\$240,000		\$960,000
Roll Off Pickup		\$45,000				\$90,000
Collection Pickup				\$45,000		\$90,000
Transfer Pickup						\$45,000
Transfer Backhoe			\$150,000			\$150,000
Transfer Dumptruck						\$200,000
General Ops Pickup						\$45,000
Total Equipment	\$645,000	\$275,000	\$1,040,000	\$330,000		\$4,030,000
Active Landfill Sites and Transfer Stations						
Site Impr - Rd Maint All Sites		\$100,000				\$200,000
Riverstown: Leachate Syst Dev						\$2,350,000
Riverstown: Cell Dev Phase II		\$500,000				\$1,250,000
Site Improvements - Buildings all sites					\$300,000	\$300,000
Elora Waste Facility Upgrade						\$1,350,000
Riverstown: Pre-excavation Phase II	\$150,000			\$100,000	\$100,000	\$650,000
Rothsay Waste Facility Upgrade						\$450,000
Riverstown - North Pond Dev						\$550,000
Total Active Landfill Sites and Transfer Stations	\$150,000	\$600,000		\$100,000	\$400,000	\$7,100,000
Total	\$795,000	\$875,000	\$1,040,000	\$430,000	\$400,000	\$11,130,000
Sources of Financing						
Reserves	\$795,000	\$875,000	\$1,040,000	\$430,000	\$400,000	\$7,650,000
Development Charges						\$1,130,000
Debenture						\$2,350,000
Total Financing	\$795,000	\$875,000	\$1,040,000	\$430,000	\$400,000	\$11,130,000



Programme Overview

Programme/Service:	Ontario Works
Department:	Social Services
Governance:	Social Services Committee

Programme Description

- Ontario Works provides temporary financial assistance to residents in need while they are actively assisted in becoming employed and achieving self reliance. Income assistance includes allowances for basic needs, shelter, as well as other benefits prescribed in the regulations to those applicants who meet mandatory eligibility requirements. Employment supports include the development of participation plans, counseling, life skills programmes, training and placements.
- The Cost Recovery Division is primarily responsible for programme accountability. These services include eligibility review, assisting in the pursuit of family support, overpayment recovery and client appeal processes.
- Employment Resource Centre: Offers a wide range of employment services including access to computers, local job postings, photocopying, public telephones and material on employment related topics.
- Employment and Life Skills Workshops are delivered to all members of the public on numerous employment and life skills topics facilitated by professional staff.
- Immigrant Settlement Services: Assists newcomers in our community in gaining access to the economic, social, health, cultural, educational, and recreational services that they require.
- Grant funding to local agencies or collaborative groups to address important social issues such as domestic violence, substance misuse, elder abuse and poverty.
- As Consolidated Municipal Service Manager, the County delivers these services in a specific geographic area which includes both the County of Wellington and the City of Guelph. The net municipal cost is apportioned to the County and City based on the residence of the recipient.

2021 Budget Highlights

- The grants and subsidies line has decreased in 2021 by approximately \$1.6 million as a result of reductions made to caseload assumptions. Caseload has fallen steadily throughout 2020 due to clients opting for the Federal emergency benefits in light of COVID. In 2022, the budget includes a caseload increase of 5.0% from 2021 budget to allow for the ending of CERB and CRB benefits and an anticipated increase in OW applications for assistance.
- The ten-year capital plan includes facility improvements at the administration offices located at 129 and 138 Wyndham Street in Guelph and St. Andrews Street in Fergus. The ten-year total capital budget is \$670,000. The County's portion of \$200,000 is funded from the Property Reserve and the City's funding contribution for capital works at the Guelph locations is \$470,000

Staff Complement (Full time equivalents)		
	2020	2021
Ontario Works	69.3	69.4
Total	69.3	69.4
Current Employee Count: 67		



COUNTY OF WELLINGTON

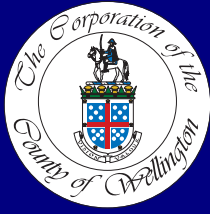
2021 OPERATING BUDGET

Programme/Service: Ontario Works

Department: Social Services

Governance: Social Services Committee

			2020			\$ Change	% Change
	2019	2019	Preliminary	2020	2021	Budget	Budget
	Actuals	Budget	Actuals	Budget	Budget		
Revenue							
Grants & Subsidies	\$24,426,663	\$25,189,500	\$23,008,133	\$25,681,800	\$24,053,000	(\$1,628,800)	(6.3%)
Municipal Recoveries	\$2,715,671	\$2,764,100	\$2,703,064	\$3,054,100	\$3,189,400	\$135,300	4.4%
Internal Recoveries	\$20,862	\$11,000	\$39,649	\$43,500	\$64,000	\$20,500	47.1%
Total Revenue	\$27,163,196	\$27,964,600	\$25,750,846	\$28,779,400	\$27,306,400	(\$1,473,000)	(5.1%)
Expenditure							
Salaries, Wages and Benefits	\$6,272,607	\$6,373,100	\$6,268,068	\$6,537,800	\$6,658,800	\$121,000	1.9%
Supplies, Material & Equipment	\$181,620	\$157,700	\$171,357	\$152,300	\$185,600	\$33,300	21.9%
Purchased Services	\$391,849	\$511,100	\$326,816	\$481,500	\$465,100	(\$16,400)	(3.4%)
Social Assistance	\$20,098,835	\$20,884,400	\$18,361,755	\$21,283,000	\$19,606,700	(\$1,676,300)	(7.9%)
Transfer Payments	\$26,350	\$26,300	\$190,314	\$190,700	\$194,500	\$3,800	2.0%
Insurance & Financial	\$102,771	\$110,700	\$103,508	\$112,300	\$111,300	(\$1,000)	(0.9%)
Internal Charges	\$1,413,867	\$1,407,800	\$1,395,840	\$1,396,300	\$1,393,300	(\$3,000)	(0.2%)
Total Expenditure	\$28,487,899	\$29,471,100	\$26,817,658	\$30,153,900	\$28,615,300	(\$1,538,600)	(5.1%)
Net Operating Cost / (Revenue)	\$1,324,703	\$1,506,500	\$1,066,812	\$1,374,500	\$1,308,900	(\$65,600)	(4.8%)
Transfers							
Transfer from Reserve	(\$184,941)	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Transfers	(\$184,941)	\$ -	\$ -	\$ -	\$ -	\$ -	-
NET COST / (REVENUE)	\$1,139,762	\$1,506,500	\$1,066,812	\$1,374,500	\$1,308,900	(\$65,600)	(4.8%)



COUNTY OF WELLINGTON

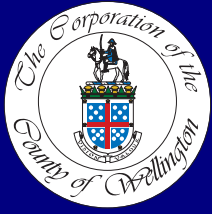
2021 –2030 OPERATING BUDGET

Programme/Service: Ontario Works

Department: Social Services

Governance: Social Services Committee

	2021	2022	Projected 2023	2024	2025
REVENUE					
Grants & Subsidies	\$24,053,000	\$24,997,000	\$25,592,200	\$26,202,900	\$26,830,500
Municipal Recoveries	\$3,189,400	\$3,304,400	\$3,453,200	\$3,622,000	\$3,853,400
Internal Recoveries	\$64,000	\$85,000	\$87,600	\$84,600	\$81,700
Total Revenue	\$27,306,400	\$28,379,200	\$29,133,800	\$29,909,500	\$30,765,600
EXPENDITURES					
Salaries, Wages and Benefits	\$6,658,800	\$6,842,000	\$7,022,600	\$7,213,600	\$7,425,000
Supplies, Material & Equipment	\$185,600	\$155,200	\$158,400	\$161,800	\$165,500
Purchased Services	\$465,100	\$479,500	\$493,500	\$507,300	\$524,400
Social Assistance	\$19,606,700	\$20,503,400	\$21,061,600	\$21,636,000	\$22,219,900
Transfer Payments	\$194,500	\$248,400	\$252,300	\$206,300	\$210,400
Insurance & Financial	\$111,300	\$114,900	\$118,700	\$122,600	\$127,100
Internal Charges	\$1,393,300	\$1,441,000	\$1,471,900	\$1,511,200	\$1,612,600
Total Expenditures	\$28,615,300	\$29,784,400	\$30,579,000	\$31,358,800	\$32,284,900
Net Operating Cost / (Revenue)	\$1,308,900	\$1,398,000	\$1,446,000	\$1,449,300	\$1,519,300
TRANSFERS					
Transfer from Reserves		(\$50,000)	(\$50,000)		
Total Transfers		(\$50,000)	(\$50,000)		
TAX LEVY REQUIREMENT					
yr/yr % change	(4.8%)	3.0%	3.6%	3.8%	4.8%



COUNTY OF WELLINGTON

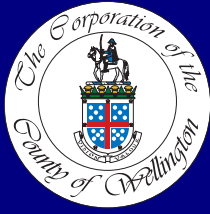
2021 –2030 OPERATING BUDGET

Programme/Service: Ontario Works

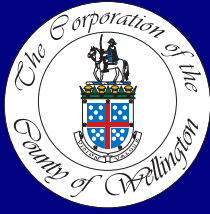
Department: Social Services

Governance: Social Services Committee

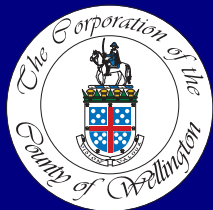
	2026	2027	Projected 2028	2029	2030
REVENUE					
Grants & Subsidies	\$27,465,300	\$28,118,900	\$28,792,000	\$29,486,100	\$30,180,400
Municipal Recoveries	\$4,022,200	\$4,247,300	\$4,435,600	\$4,657,900	\$4,899,100
Internal Recoveries	\$77,800	\$74,200	\$70,700	\$66,900	\$62,100
Total Revenue	\$31,565,300	\$32,440,400	\$33,298,300	\$34,210,900	\$35,141,600
EXPENDITURES					
Salaries, Wages and Benefits	\$7,658,100	\$7,898,100	\$8,143,300	\$8,401,400	\$8,663,600
Supplies, Material & Equipment	\$169,000	\$172,900	\$176,600	\$179,000	\$182,400
Purchased Services	\$538,500	\$553,300	\$560,800	\$552,300	\$553,400
Social Assistance	\$22,820,500	\$23,427,600	\$24,069,700	\$24,743,700	\$25,385,600
Transfer Payments	\$214,700	\$219,000	\$223,300	\$227,600	\$227,600
Insurance & Financial	\$131,800	\$136,500	\$139,200	\$146,900	\$152,400
Minor Capital Expenses	\$12,400	\$6,000			
Internal Charges	\$1,593,600	\$1,668,800	\$1,686,300	\$1,728,700	\$1,806,800
Total Expenditures	\$33,138,600	\$34,082,200	\$34,999,200	\$35,979,600	\$36,971,800
Net Operating Cost / (Revenue)	\$1,573,300	\$1,641,800	\$1,700,900	\$1,768,700	\$1,830,200
TRANSFERS					
Transfer from Reserves					
Total Transfers					
TAX LEVY REQUIREMENT	\$1,573,300	\$1,641,800	\$1,700,900	\$1,768,700	\$1,830,200
yr/yr % change	3.6%	4.4%	3.6%	4.0%	3.5%

**COUNTY OF WELLINGTON****2021-2030 CAPITAL BUDGET****Programme/Service:** Ontario Works**Department:** Social Services**Governance:** Social Services Committee

	2021	2022	2023	2024	2025	5 Year Total
129 Wyndham Generator Upgrade						
129 Wyndham: Rooftop HVAC Repl	\$90,000	\$85,000				\$175,000
Fergus OW: Roof Replacement						
129 Wyndham: VVT HVAC System	\$50,000					\$50,000
138 Wyndham: Carpet Replacement					\$54,000	\$54,000
138 Wyndham: Replace Heat Exchanger						
138 Wyndham: Fire Alarm System						
129 Wyndham: Security						
138 Wyndham: Roof Top AC						
Total	\$140,000	\$85,000			\$54,000	\$279,000
Sources of Financing						
Recoveries	\$110,500	\$67,000			\$43,000	\$220,500
Reserves	\$29,500	\$18,000			\$11,000	\$58,500
Total Financing	\$140,000	\$85,000			\$54,000	\$279,000

**COUNTY OF WELLINGTON****2021-2030 CAPITAL BUDGET****Programme/Service:** Ontario Works**Department:** Social Services**Governance:** Social Services Committee

	2026	2027	2028	2029	2030	10 Year Total
129 Wyndham Generator Upgrade				\$90,000		\$90,000
129 Wyndham: Rooftop HVAC Repl						\$175,000
Fergus OW: Roof Replacement		\$75,000				\$75,000
129 Wyndham: VVT HVAC System						\$50,000
138 Wyndham: Carpet Replacement						\$54,000
138 Wyndham: Replace Heat Exchanger		\$66,000				\$66,000
138 Wyndham: Fire Alarm System		\$20,000				\$20,000
129 Wyndham: Security		\$40,000				\$40,000
138 Wyndham: Roof Top AC			\$100,000			\$100,000
Total		\$201,000	\$100,000	\$90,000		\$670,000
Sources of Financing						
Recoveries		\$100,000	\$79,000	\$71,000		\$470,500
Reserves		\$101,000	\$21,000	\$19,000		\$199,500
Total Financing		\$201,000	\$100,000	\$90,000		\$670,000



Programme Overview

Programme/Service:	Children's Early Years Division
Department:	Social Services
Governance:	Social Services Committee

Programme Description

- **Children's Early Years Management:** Planning and overall management of the child care and early years family supports system for the service delivery area. Provision of General Operating Grants, Fee Subsidies, One-Time Grants, Special Needs Resourcing, Capacity Building, EarlyON Programme and Services, Wage Enhancement Grants/Home Child Care Enhancement Grants, and Community Grants.
- **Child Care Subsidies:** Provides financial assistance to eligible families to pay for child care fees in licensed child care, authorized recreation and skill building programmes, and school board operated programmes who have a Purchase of Service Agreement for Fee Subsidy with the County of Wellington.
- **General Operating Grants:** Provides financial assistance for the operation of licensed child care programmes including staff wages and benefits, occupancy costs and professional development for operators with a Purchase of Service Agreement for the General Operating Grant with the County of Wellington.
- **Special Needs Resources:** Provides Enhanced Support Services from contracted community agencies to promote equitable access for children with special needs, disabilities, and/or medical conditions to fully participation in child care and EarlyON programmes and services.
- **Capacity Building:** Provides an Early Years Professional Resource Centre that plans and facilitates ongoing professional learning, side-by-side mentoring, and a variety of resources to increase quality levels.
- The County of Wellington operates four licensed child care centres (one in Guelph and three in Wellington County) which offer 194 spaces in total. The County also operates the only licensed home child agency that provides access to contracted home child providers throughout Guelph and Wellington County. Home-based child care offers families increased availability, accessibility and choice of licensed child care options for their families.

2021 Budget Highlights

- The 2021 provincial funding allocation has been maintained at the 2020 allocation level, with the exception of Wage Enhancement Administration (\$48K reduction).
- Staffing changes include: 1 Children's Early Years Master Trainer, 1 Children's Early Years Pedagogical Leader, 2 Children's Early Years Resource Consultants, 0.3 FTE Accounting Analyst, and the removal of a 0.6 FTE Special Needs Programme Assistant.
- Special needs resourcing has been reduced and reallocated to capacity building and general operating grants to help sustain the child care system and increase quality levels.

Staff Complement (Full time equivalents)	2020	2021
Child Care Services	27.5	30.4
Child Care Centres	63.6	63.6
Total	91.1	94.0
Current employee count: 124		



COUNTY OF WELLINGTON

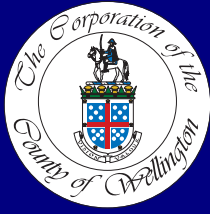
2021 OPERATING BUDGET

Programme/Service: Children's Early Years Division

Department: Social Services

Governance: Social Services Committee

	2020					\$ Change	% Change
	2019 Actuals	2019 Budget	Preliminary Actuals	2020 Budget	2021 Budget	Budget	Budget
Revenue							
Grants & Subsidies	\$22,672,005	\$21,599,300	\$21,437,268	\$21,860,000	\$21,812,300	(\$47,700)	(0.2%)
Municipal Recoveries	\$3,498,166	\$3,602,400	\$3,331,765	\$3,278,000	\$3,315,200	\$37,200	1.1%
User Fees & Charges	\$910,427	\$960,000	\$745,443	\$1,163,000	\$1,186,300	\$23,300	2.0%
Other Revenue	\$11,700	\$ -	\$100,000	\$ -	\$ -	\$ -	-
Internal Recoveries	\$8,003	\$30,000	\$559,023	\$439,600	\$487,300	\$47,700	10.9%
Total Revenue	\$27,100,301	\$26,191,700	\$26,173,499	\$26,740,600	\$26,801,100	\$60,500	0.2%
Expenditure							
Salaries, Wages and Benefits	\$6,348,796	\$6,550,300	\$7,022,402	\$7,747,600	\$8,190,800	\$443,200	5.7%
Supplies, Material & Equipment	\$659,683	\$528,700	\$392,555	\$563,500	\$599,600	\$36,100	6.4%
Purchased Services	\$706,323	\$532,000	\$669,047	\$782,500	\$785,500	\$3,000	0.4%
Social Assistance	\$19,794,651	\$18,826,600	\$17,974,662	\$17,588,700	\$17,250,400	(\$338,300)	(1.9%)
Insurance & Financial	\$109,875	\$121,100	\$125,109	\$150,500	\$151,800	\$1,300	0.9%
Minor Capital Expenses	\$44,954	\$10,000	\$12,603	\$ -	\$ -	\$ -	-
Internal Charges	\$794,631	\$843,200	\$1,499,179	\$1,383,300	\$1,396,600	\$13,300	1.0%
Total Expenditure	\$28,458,913	\$27,411,900	\$27,695,557	\$28,216,100	\$28,374,700	\$158,600	0.6%
Net Operating Cost / (Revenue)	\$1,358,612	\$1,220,200	\$1,522,058	\$1,475,500	\$1,573,600	\$98,100	6.6%
Transfers							
Transfer from Reserve	(\$73,232)	\$ -	(\$449,047)	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$ -	\$ -	\$100,000	\$ -	\$ -	\$ -	-
Total Transfers	(\$73,232)	\$ -	(\$349,047)	\$ -	\$ -	\$ -	-
NET COST / (REVENUE)	\$1,285,380	\$1,220,200	\$1,173,011	\$1,475,500	\$1,573,600	\$98,100	6.6%



COUNTY OF WELLINGTON

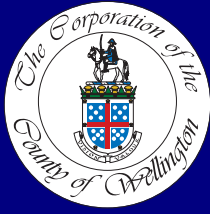
2021 –2030 OPERATING BUDGET

Programme/Service: Children's Early Years Division

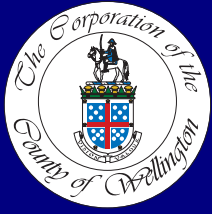
Department: Social Services

Governance: Social Services Committee

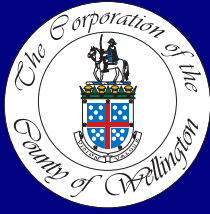
	2021	2022	Projected 2023	2024	2025
REVENUE					
Grants & Subsidies	\$21,812,300	\$21,811,400	\$21,811,500	\$21,811,600	\$21,811,800
Municipal Recoveries	\$3,315,200	\$3,712,900	\$3,832,700	\$3,969,300	\$4,095,700
User Fees & Charges	\$1,186,300	\$1,210,000	\$1,234,300	\$1,259,100	\$1,284,200
Internal Recoveries	\$487,300	\$267,500	\$267,500	\$267,500	\$267,500
Total Revenue	\$26,801,100	\$27,001,800	\$27,146,000	\$27,307,500	\$27,459,200
EXPENDITURES					
Salaries, Wages and Benefits	\$8,190,800	\$8,506,900	\$8,765,300	\$9,032,700	\$9,313,800
Supplies, Material & Equipment	\$599,600	\$613,100	\$626,900	\$641,100	\$655,700
Purchased Services	\$785,500	\$796,700	\$808,200	\$820,000	\$831,900
Social Assistance	\$17,250,400	\$17,631,500	\$17,531,100	\$17,424,200	\$17,310,400
Insurance & Financial	\$151,800	\$158,600	\$164,400	\$170,300	\$176,800
Minor Capital Expenses				\$14,000	\$1,500
Internal Charges	\$1,396,600	\$1,163,400	\$1,188,300	\$1,219,100	\$1,262,200
Total Expenditures	\$28,374,700	\$28,870,200	\$29,084,200	\$29,321,400	\$29,552,300
Net Operating Cost / (Revenue)	\$1,573,600	\$1,868,400	\$1,938,200	\$2,013,900	\$2,093,100
TAX LEVY REQUIREMENT	\$1,573,600	\$1,868,400	\$1,938,200	\$2,013,900	\$2,093,100
yr/yr % change	6.6%	18.7%	3.7%	3.9%	3.9%

**COUNTY OF WELLINGTON****2021 –2030 OPERATING BUDGET****Programme/Service: Children's Early Years Division****Department: Social Services****Governance: Social Services Committee**

	2026	2027	Projected 2028	2029	2030
REVENUE					
Grants & Subsidies	\$21,811,900	\$21,812,300	\$21,812,100	\$21,812,300	\$21,812,300
Municipal Recoveries	\$4,242,800	\$4,374,500	\$4,505,400	\$4,667,200	\$4,799,700
User Fees & Charges	\$1,309,800	\$1,336,100	\$1,362,900	\$1,390,100	\$1,417,800
Internal Recoveries	\$267,500	\$267,500	\$267,500	\$267,500	\$267,500
Total Revenue	\$27,632,000	\$27,790,100	\$27,947,900	\$28,137,100	\$28,297,300
EXPENDITURES					
Salaries, Wages and Benefits	\$9,611,400	\$9,913,300	\$10,222,500	\$10,547,400	\$10,879,700
Supplies, Material & Equipment	\$670,700	\$686,300	\$702,400	\$718,900	\$738,000
Purchased Services	\$844,100	\$856,200	\$868,700	\$883,200	\$900,500
Social Assistance	\$17,190,600	\$17,071,200	\$16,949,000	\$16,813,800	\$16,681,400
Insurance & Financial	\$183,500	\$190,000	\$193,900	\$204,400	\$211,300
Minor Capital Expenses				\$28,000	
Internal Charges	\$1,312,500	\$1,333,300	\$1,352,300	\$1,375,200	\$1,410,400
Total Expenditures	\$29,812,800	\$30,050,300	\$30,288,800	\$30,570,900	\$30,821,300
Net Operating Cost / (Revenue)	\$2,180,800	\$2,260,200	\$2,340,900	\$2,433,800	\$2,524,000
TAX LEVY REQUIREMENT					
yr/yr % change	4.2%	3.6%	3.6%	4.0%	3.7%

**COUNTY OF WELLINGTON****2021-2030 CAPITAL BUDGET****Programme/Service:** Children's Early Years Division**Department:** Social Services**Governance:** Social Services Committee

	2021	2022	2023	2024	2025	5 Year Total
133 Wyndham: Heat Recovery Ventilator		\$45,000				\$45,000
MFCC: Flooring Replacement						
Total		\$45,000				\$45,000
Sources of Financing						
Recoveries		\$35,500				\$35,500
Reserves		\$9,500				\$9,500
Total Financing		\$45,000				\$45,000



COUNTY OF WELLINGTON

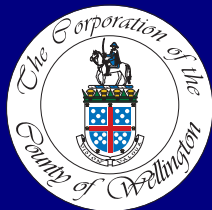
2021-2030 CAPITAL BUDGET

Programme/Service: Children's Early Years Division

Department: Social Services

Governance: Social Services Committee

	2026	2027	2028	2029	2030	10 Year Total
133 Wyndham: Heat Recovery Ventilator					\$190,000	\$235,000
MFCC: Flooring Replacement				\$54,000		\$54,000
Total				\$54,000	\$190,000	\$289,000
Sources of Financing						
Recoveries					\$150,000	\$185,500
Reserves				\$54,000	\$40,000	\$103,500
Total Financing				\$54,000	\$190,000	\$289,000



Programme Overview

Programme/Service:	Social Housing
Department:	Social Services
Governance:	Social Services Committee

Programme Description

- Administration and management of 1,189 County-owned social housing units for low income tenants
- Administration and funding of 1,411 non-profit and co-operative housing units owned by 18 non-profit housing corporations for low and moderate income tenants
- Administration of approximately 396 housing units under rent supplement agreements with landlords to reduce rents for low income tenants
- Coordinated Access - maintaining the Centralized Waiting List for social housing access
- Administration of Home Ownership agreements
- Community Homelessness Prevention Initiative – Several homelessness programmes including rent bank, emergency energy funds, housing stability programme, emergency shelter payments, and agency grants are provided.
- Housing and Homelessness Plan – local community plan with strategic directions to support municipal and community outcomes in social/affordable housing and homelessness.
- As Consolidated Municipal Service Manager, the County delivers these services in a specific geographic area which includes both the County of Wellington and the City of Guelph. The net municipal cost is apportioned to the County and City based on the prior residence of the tenant.

2021 Budget Highlights

- Grants and subsidies are increasing by \$183K. Programmes that have increased in revenue include Reaching Home (\$54K), CHPI (\$85K), and Homeownership (\$80K). This has been offset by a few programmes decreasing in revenue: Rent Supplement (\$31K) and Federal funding (\$16K).
- Rent revenue collected from our County-owned social housing units is increasing by \$200K, which takes into consideration current rent collection levels and the RGI rent freeze.
- The County passed a by-law in May 2020 that allowed our Non-Profit and Co-op housing providers to have their social and affordable housing units become tax exempt as of January 1, 2021. This has decreased the social assistance line by \$1.5M
- The 2021-2030 capital budget invests \$43.8 million in facility improvements at County owned units, an additional \$200,000 on IT infrastructure at County owned units, and administers \$2.6 million in Provincial and Federal funding supporting community housing initiatives. Capital costs on county owned units are cost shared with the City of Guelph. The County's share comes from the Housing Capital Reserve.

Staff Complement (Full time equivalents)	2020	2021
Social Housing	45.7	46.2
Total	45.7	46.2
Current employee count: 64		



COUNTY OF WELLINGTON

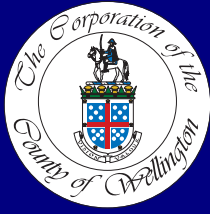
2021 OPERATING BUDGET

Programme/Service: Social Housing

Department: Social Services

Governance: Social Services Committee

	2019		2020	2020		\$ Change	% Change
	2019	2019	Preliminary	2020	2021		
	Actuals	Budget	Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants & Subsidies	\$8,815,389	\$8,248,300	\$12,005,629	\$8,561,200	\$8,744,700	\$183,500	2.1%
Municipal Recoveries	\$13,970,686	\$13,871,900	\$14,194,239	\$14,342,100	\$13,305,600	(\$1,036,500)	(7.2%)
Licenses, Permits and Rents	\$5,628,054	\$5,435,000	\$5,715,604	\$5,527,000	\$5,727,000	\$200,000	3.6%
User Fees & Charges	\$32,909	\$18,200	\$36,016	\$18,200	\$18,200	\$ -	-
Other Revenue	\$216,616	\$283,900	\$301,409	\$324,800	\$342,300	\$17,500	5.4%
Internal Recoveries	\$153,876	\$ -	\$245,541	\$176,400	\$148,400	(\$28,000)	(15.9%)
Total Revenue	\$28,817,530	\$27,857,300	\$32,498,438	\$28,949,700	\$28,286,200	(\$663,500)	(2.3%)
Expenditure							
Salaries, Wages and Benefits	\$4,015,589	\$3,996,800	\$4,201,707	\$4,262,000	\$4,431,800	\$169,800	4.0%
Supplies, Material & Equipment	\$532,198	\$448,200	\$574,424	\$563,500	\$494,800	(\$68,700)	(12.2%)
Purchased Services	\$5,295,353	\$5,174,100	\$5,552,995	\$5,392,900	\$5,711,800	\$318,900	5.9%
Social Assistance	\$20,133,719	\$19,381,200	\$22,749,374	\$20,233,300	\$18,942,000	(\$1,291,300)	(6.4%)
Transfer Payments	\$947,560	\$947,600	\$590,600	\$590,600	\$556,100	(\$34,500)	(5.8%)
Insurance & Financial	\$381,765	\$291,100	\$365,277	\$330,400	\$348,500	\$18,100	5.5%
Internal Charges	\$758,137	\$672,000	\$875,573	\$815,300	\$830,200	\$14,900	1.8%
Total Expenditure	\$32,064,321	\$30,911,000	\$34,909,950	\$32,188,000	\$31,315,200	(\$872,800)	(2.7%)
Net Operating Cost / (Revenue)	\$3,246,791	\$3,053,700	\$2,411,512	\$3,238,300	\$3,029,000	(\$209,300)	(6.5%)
Transfers							
Transfer from Reserve	(\$1,150,927)	\$ -	(\$234,306)	(\$108,800)	\$ -	\$108,800	(100.0%)
Transfers to Reserve	\$2,358,546	\$1,500,000	\$2,426,127	\$1,650,000	\$1,650,000	\$ -	-
Total Transfers	\$1,207,619	\$1,500,000	\$2,191,821	\$1,541,200	\$1,650,000	\$108,800	7.1%
NET COST / (REVENUE)	\$4,454,410	\$4,553,700	\$4,603,333	\$4,779,500	\$4,679,000	(\$100,500)	(2.1%)



COUNTY OF WELLINGTON

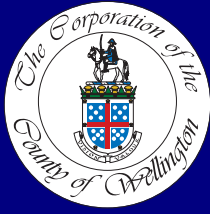
2021 –2030 OPERATING BUDGET

Programme/Service: Social Housing

Department: Social Services

Governance: Social Services Committee

	2021	2022	Projected 2023	2024	2025
REVENUE					
Grants & Subsidies	\$8,744,700	\$8,640,600	\$7,804,300	\$6,922,400	\$6,328,500
Municipal Recoveries	\$13,305,600	\$13,669,300	\$14,155,100	\$14,705,000	\$15,644,100
Licenses, Permits and Rents	\$5,727,000	\$5,727,000	\$5,727,000	\$5,727,000	\$5,727,000
User Fees & Charges	\$18,200	\$18,200	\$18,200	\$18,200	\$18,200
Other Revenue	\$342,300	\$349,700	\$357,400	\$365,400	\$373,600
Internal Recoveries	\$148,400	\$176,600	\$89,700	\$82,900	\$82,300
Total Revenue	\$28,286,200	\$28,581,400	\$28,151,700	\$27,820,900	\$28,173,700
EXPENDITURES					
Salaries, Wages and Benefits	\$4,431,800	\$4,575,700	\$4,724,000	\$4,871,900	\$5,016,700
Supplies, Material & Equipment	\$494,800	\$478,500	\$492,200	\$506,200	\$520,500
Purchased Services	\$5,711,800	\$5,909,900	\$6,060,000	\$6,270,700	\$6,508,500
Social Assistance	\$18,942,000	\$19,240,200	\$18,667,000	\$18,185,800	\$18,281,400
Transfer Payments	\$556,100	\$264,100	\$208,200	\$117,900	
Insurance & Financial	\$348,500	\$359,100	\$370,000	\$381,200	\$392,500
Internal Charges	\$830,200	\$877,100	\$804,800	\$819,800	\$861,400
Total Expenditures	\$31,315,200	\$31,704,600	\$31,326,200	\$31,153,500	\$31,581,000
Net Operating Cost / (Revenue)	\$3,029,000	\$3,123,200	\$3,174,500	\$3,332,600	\$3,407,300
TRANSFERS					
Transfer to Reserves	\$1,650,000	\$1,650,000	\$1,650,000	\$1,150,000	\$1,150,000
Total Transfers	\$1,650,000	\$1,650,000	\$1,650,000	\$1,150,000	\$1,150,000
TAX LEVY REQUIREMENT	\$4,679,000	\$4,773,200	\$4,824,500	\$4,482,600	\$4,557,300
yr/yr % change	(2.1%)	2.0%	1.1%	(7.1%)	1.7%



COUNTY OF WELLINGTON

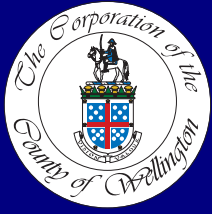
2021 –2030 OPERATING BUDGET

Programme/Service: Social Housing

Department: Social Services

Governance: Social Services Committee

	2026	2027	Projected 2028	2029	2030
REVENUE					
Grants & Subsidies	\$6,063,200	\$6,248,100	\$5,390,900	\$5,362,900	\$4,522,700
Municipal Recoveries	\$16,402,600	\$16,930,300	\$18,381,800	\$18,994,700	\$20,473,600
Licenses, Permits and Rents	\$5,727,000	\$5,727,000	\$5,727,000	\$5,727,000	\$5,727,000
User Fees & Charges	\$18,200	\$18,200	\$18,200	\$18,200	\$18,200
Other Revenue	\$382,100	\$390,900	\$399,800	\$408,800	\$418,200
Internal Recoveries	\$84,800	\$87,300	\$89,900	\$92,600	\$95,400
Total Revenue	\$28,677,900	\$29,401,800	\$30,007,600	\$30,604,200	\$31,255,100
EXPENDITURES					
Salaries, Wages and Benefits	\$5,174,300	\$5,338,100	\$5,504,100	\$5,679,800	\$5,858,200
Supplies, Material & Equipment	\$535,400	\$550,700	\$566,200	\$582,200	\$598,700
Purchased Services	\$6,704,100	\$6,979,000	\$7,231,600	\$7,467,600	\$7,723,000
Social Assistance	\$18,631,700	\$18,989,200	\$19,353,200	\$19,725,100	\$20,103,500
Transfer Payments					
Insurance & Financial	\$404,300	\$416,700	\$428,000	\$443,600	\$450,000
Internal Charges	\$868,100	\$899,800	\$924,100	\$952,000	\$985,600
Total Expenditures	\$32,317,900	\$33,173,500	\$34,007,200	\$34,850,300	\$35,719,000
Net Operating Cost / (Revenue)	\$3,640,000	\$3,771,700	\$3,999,600	\$4,246,100	\$4,463,900
TRANSFERS					
Transfer to Reserves	\$1,150,000	\$1,150,000	\$1,150,000	\$1,150,000	\$1,150,000
Total Transfers	\$1,150,000	\$1,150,000	\$1,150,000	\$1,150,000	\$1,150,000
TAX LEVY REQUIREMENT					
yr/yr % change	5.1%	2.7%	4.6%	4.8%	4.0%



COUNTY OF WELLINGTON

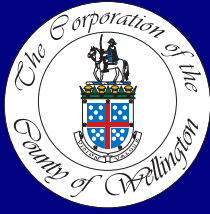
2021-2030 CAPITAL BUDGET

Programme/Service: Social Housing

Department: Social Services

Governance: Social Services Committee

	2021	2022	2023	2024	2025	5 Year Total
County Owned Housing Units	\$3,500,000	\$3,750,000	\$4,000,000	\$4,200,000	\$4,350,000	\$19,800,000
COCHI Community Housing Init	\$453,200	\$522,700				\$975,900
OPHI Ont Priorities Housing In	\$1,162,200	\$507,800				\$1,670,000
Housing Sites IT Replacements				\$60,000	\$25,000	\$85,000
Total	\$5,115,400	\$4,780,500	\$4,000,000	\$4,260,000	\$4,375,000	\$22,530,900
Sources of Financing						
Recoveries	\$2,653,000	\$2,846,000	\$3,032,000	\$3,230,000	\$3,317,000	\$15,078,000
Subsidies	\$1,615,400	\$1,030,500				\$2,645,900
Reserves	\$847,000	\$904,000	\$968,000	\$1,030,000	\$1,058,000	\$4,807,000
Total Financing	\$5,115,400	\$4,780,500	\$4,000,000	\$4,260,000	\$4,375,000	\$22,530,900



COUNTY OF WELLINGTON

2021-2030 CAPITAL BUDGET

Programme/Service: Social Housing

Department: Social Services

Governance: Social Services Committee

	2026	2027	2028	2029	2030	10 Year Total
County Owned Housing Units	\$4,500,000	\$4,650,000	\$4,800,000	\$4,950,000	\$5,100,000	\$43,800,000
COCHI Community Housing Init						\$975,900
OPHI Ont Priorities Housing In						\$1,670,000
Housing Sites IT Replacements	\$70,000	\$45,000				\$200,000
Total	\$4,570,000	\$4,695,000	\$4,800,000	\$4,950,000	\$5,100,000	\$46,645,900
Sources of Financing						
Recoveries	\$3,464,000	\$3,558,000	\$3,639,000	\$3,751,000	\$3,867,000	\$33,357,000
Subsidies						\$2,645,900
Reserves	\$1,106,000	\$1,137,000	\$1,161,000	\$1,199,000	\$1,233,000	\$10,643,000
Total Financing	\$4,570,000	\$4,695,000	\$4,800,000	\$4,950,000	\$5,100,000	\$46,645,900

Social Housing Major Capital Project Details

Project Description	2021	2022	2023	2024	2025
263 Speedvale Bathroom Upgrades					\$410,000
263 Speedvale Lghtng/Clng/Rcrc Replac		\$5,000	\$255,000		
263 Speedvale East Wing Roof Replace			\$15,000	\$320,000	
263 Speedvale Window Replace			\$15,000	\$225,000	
Total 263 Speedvale - 62 Apartments		\$5,000	\$285,000	\$545,000	\$410,000
Algonquin/Ferndale - 47 Houses					
Algonquin/Ferndale Siding Replacement	\$35,000	\$320,000			
Algonquin/Ferndale Site Dev Phase 2		\$10,000	\$170,000		
Algonquin/Ferndale Window Replacement		\$480,000			
Algonquin/Ferndale Shingle Replacement			\$20,000	\$360,000	
Algonquin/Ferndale Site Dev Phase 3					\$20,000
Total Algonquin/Ferndale - 47 Houses	\$35,000	\$810,000	\$190,000	\$360,000	\$20,000
Applewood/Sunset -47 Townhomes					
Applewood / Sunset Site Dev	\$300,000				
Applewood/Sunset Roofing Replacement	\$20,000	\$480,000			
Total Applewood/Sunset -47 Townhomes	\$320,000	\$480,000			
576 Woolwich - 100 Apartments					
576 Woolwich Kitchen Refurbish	\$610,000				
576 Woolwich Parking Lot					\$15,000
576 Woolwich Ltng/Clng/Rcrc Replace		\$15,000	\$450,000		
576 Woolwich Window & Mansard Replace				\$10,000	\$285,000
Total 576 Woolwich - 100 Apartments	\$610,000	\$15,000	\$450,000	\$10,000	\$300,000
232 Delhi/33 Marlborough - 109 Apartments					
33 Marlborough Window Replace	\$370,000				
232 Delhi Elevator Modern	\$150,000				
33 Marlborough Lghtng/Clng Replace	\$5,000	\$290,000			
232 Delhi Window Replace			\$25,000	\$405,000	
33 Marlborough Roofing Replace			\$25,000	\$475,000	
232 Delhi Lghtng/Clng/Rcrc Replace		\$5,000	\$300,000		
33 Marlborough Kitchen Refurb					\$50,000
232 Delhi Kitchen Refurb				\$25,000	\$435,000
33 Marlborough Parking Lot Replacement				\$5,000	\$110,000
232 Delhi Parking Lot Replacement				\$5,000	\$110,000
232 Delhi Electric Heat Conversion					\$10,000
Total 232 Delhi/33 Marlborough - 109 Apartments	\$525,000	\$295,000	\$350,000	\$915,000	\$715,000
Willow/Dawson - 85 Townhomes					
Willow/Dawson Shingle Replace	\$20,000	\$540,000			
Willow Dawson Site Dev		\$10,000	\$200,000		
Willow/Dawson Siding Replacement		\$25,000	\$435,000		
Total Willow/Dawson - 85 Townhomes	\$20,000	\$575,000	\$635,000		
229 Dublin - 74 Apartments					
229 Dublin Elevator Modernization		\$10,000	\$165,000		
229 Dublin Carport Ceiling Replacement				\$15,000	\$280,000
229 Dublin Lighting Replacement				\$10,000	\$170,000
229 Dublin Kitchen Refurbishment					\$35,000
Total 229 Dublin - 74 Apartments		\$10,000	\$165,000	\$25,000	\$485,000

Social Housing Major Capital Project Details

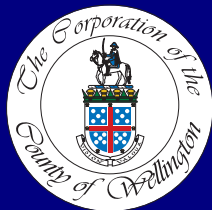
Project Description	2021	2022	2023	2024	2025
387 Waterloo - 72 Apartments					
387 Waterloo Lights/Clng/Rcrg	\$285,000				
387 Waterloo Kitchen Refurbishments			\$30,000	\$555,000	
387 Waterloo Window Replacement				\$40,000	\$625,000
Total 387 Waterloo - 72 Apartments	\$285,000		\$30,000	\$595,000	\$625,000
130 Grange - 72 Apartments					
130 Grange Lghtng/Clng/Rcrg Line		\$10,000	\$325,000		
130 Grange Window Replacement					\$25,000
Total 130 Grange - 72 Apartments		\$10,000	\$325,000		\$25,000
411 Waterloo - 41 Apartments					
411 Waterloo Window Replacement					\$20,000
411 Waterloo Roofing Replacement				\$20,000	\$355,000
Total 411 Waterloo - 41 Apartments				\$20,000	\$375,000
32 Hadati - 89 Apartments					
32 Hadati Make Up Air Replace		\$250,000			
32 Hadati Lghtng/Clng/Rcrg Replacement		\$10,000	\$430,000		
Total 32 Hadati - 89 Apartments		\$260,000	\$430,000		
221 Mary St. Elora - 20 Apartments					
221 Mary Window Replacement			\$10,000	\$210,000	
Total 221 Mary St. Elora - 20 Apartments			\$10,000	\$210,000	
14 Centre St. Erin - 16 Apartments					
14 Centre Window Replacement		\$10,000	\$145,000		
Total 14 Centre St. Erin - 16 Apartments		\$10,000	\$145,000		
450 Ferrier Ct. Fergus - 41 Apartments					
450 Ferrier Elevator Modernization			\$10,000	\$175,000	
Total 450 Ferrier Ct. Fergus - 41 Apartments			\$10,000	\$175,000	
500 Ferrier Ct. Fergus - 41 Apartments					
500 Ferrier Window Replace	\$280,000				
Total 500 Ferrier Ct. Fergus - 41 Apartments	\$280,000				
51 John St. Harriston - 16 Apartments					
51 John Balcony Rehab	\$110,000				
Total 51 John St. Harriston - 16 Apartments	\$110,000				
450 Albert St. Mt. Forest - 31 Apartments					
450 Albert Balcony Rehab	\$10,000	\$140,000			
450 Albert Elevator Modernization					\$10,000
450 Albert Lighting Replacement		\$100,000			
Total 450 Albert St. Mt. Forest - 31 Apartments	\$10,000	\$240,000			\$10,000
212 Whites Rd. Palmerston -32 Apartments					
212 Whites Lghtng/Clng/Rcrg Replace			\$205,000		
212 Whites Roofing Replacement			\$25,000	\$380,000	
212 Whites Elevator Modernization					\$10,000
Total 212 Whites Rd. Palmerston -32 Apartments			\$230,000	\$380,000	\$10,000
Social Housing Various Locations					
Housing Building Retrofit	\$985,000	\$1,040,000	\$745,000	\$965,000	\$1,375,000
Various Full Fire Alarm Replacement	\$320,000				
Total County Owned Units	\$3,500,000	\$3,750,000	\$4,000,000	\$4,200,000	\$4,350,000

Social Housing Major Capital Project Details

Project Description	2026	2027	2028	2029	2030
Vancouver/Edmonton - 23 Houses					
Vancouver/Edmonton Site Improvements					\$25,000
Total Vancouver/Edmonton - 23 Houses					\$25,000
Mohawk/Delaware - 50 Houses					
Mohawk/Delaware Driveway			\$15,000	\$225,000	
Total Mohawk/Delaware - 50 Houses			\$15,000	\$225,000	
263 Speedvale - 62 Apartments					
263 Speedvale West Wing Roof Replace				\$35,000	\$615,000
Total 263 Speedvale - 62 Apartments				\$35,000	\$615,000
Algonquin/Ferndale - 47 Houses					
Algonquin/Ferndale Site Dev Phase 3	\$370,000				
Total Algonquin/Ferndale - 47 Houses	\$370,000				
576 Woolwich - 100 Apartments					
576 Woolwich Parking Lot	\$260,000				
576 Woolwich Roof Replacement			\$70,000	\$1,140,000	
576 Woolwich Bathroom Upgrades					\$55,000
576 Balcony Replacement					\$200,000
Total 576 Woolwich - 100 Apartments	\$260,000		\$70,000	\$1,140,000	\$255,000
232 Delhi/33 Marlborough - 109 Apartments					
33 Marlborough Kitchen Refurb	\$425,000				
232 Delhi Roofing Replacement		\$30,000	\$565,000		
33 Marlborough Electric Heat Conversion	\$10,000	\$170,000			
232 Delhi Electric Heat Conversion	\$170,000				
232 Delhi Bathroom Refurbishment			\$25,000	\$475,000	
33 Marlborough Bathroom Refurbishment				\$20,000	\$485,000
Total 232 Delhi/33 Marlborough - 109 Apartments	\$605,000	\$200,000	\$590,000	\$495,000	\$485,000
Willow/Dawson - 85 Townhomes					
Willow/Dawson Furnace Replace			\$35,000	\$560,000	
Total Willow/Dawson - 85 Townhomes			\$35,000	\$560,000	
229 Dublin - 74 Apartments					
229 Dublin Electric Heat Conversion	\$20,000	\$300,000			
229 Dublin Kitchen Refurbishment	\$610,000				
229 Dublin Balcony Replacement	\$25,000	\$415,000			
229 Dublin Bathroom Refurb				\$40,000	\$630,000
Total 229 Dublin - 74 Apartments	\$655,000	\$715,000		\$40,000	\$630,000
387 Waterloo - 72 Apartments					
387 Waterloo Mansard Roof Replacement			\$280,000		
387 Waterloo Roofing Replacement		\$20,000	\$870,000		
387 Waterloo Parking Lot				\$10,000	\$200,000
387 Waterloo Bathroom Refurb				\$40,000	\$665,000
Total 387 Waterloo - 72 Apartments		\$20,000	\$1,150,000	\$50,000	\$865,000
130 Grange - 72 Apartments					
130 Grange Kitchen Refurbishments	\$70,000	\$585,000			
130 Grange Window Replacement	\$415,000				
130 Grange Parking Lot			\$120,000		
130 Grange Bathroom Refurb			\$35,000	\$615,000	
130 Grange Site Improvements		\$20,000	\$200,000		
Total 130 Grange - 72 Apartments	\$485,000	\$605,000	\$355,000	\$615,000	

Social Housing Major Capital Project Details

Project Description	2026	2027	2028	2029	2030
411 Waterloo - 41 Apartments					
411 Waterloo Window Replacement	\$355,000				
411 Waterloo Kitchen Cupboard Replacement	\$20,000	\$355,000			
411 Waterloo Elevator Modernization		\$15,000	\$210,000		
411 Waterloo Bathroom Replacement					\$20,000
Total 411 Waterloo - 41 Apartments	\$375,000	\$370,000	\$210,000		\$20,000
32 Hadati - 89 Apartments					
32 Hadati Electric Heat Conversion		\$20,000	\$320,000		
32 Hadati Elevator Modernization	\$10,000	\$200,000			
32 Hadati Retaining Wall		\$30,000	\$510,000		
Total 32 Hadati - 89 Apartments	\$10,000	\$250,000	\$830,000		
Edward St. Arthur - 14 Apartments					
110 Edward Roofing Replacement	\$5,000	\$125,000			
Total Edward St. Arthur - 14 Apartments	\$5,000	\$125,000			
221 Mary St. Elora - 20 Apartments					
221 Mary Roofing Replacement					\$20,000
221 Mary Kitchen Refurbishments				\$10,000	\$190,000
221 Mary Elevator Mod				\$15,000	\$220,000
Total 221 Mary St. Elora - 20 Apartments				\$25,000	\$430,000
14 Centre St. Erin - 16 Apartments					
14 Centre Elevator Modernization		\$15,000	\$210,000		
14 Centre St Kitchen Refurbishments				\$20,000	\$150,000
14 Centre Bathroom Refurb					\$10,000
Total 14 Centre St. Erin - 16 Apartments		\$15,000	\$210,000	\$20,000	\$160,000
450 Ferrier Ct. Fergus - 41 Apartments					
450 Ferrier Kitchen Refurbishments					\$15,000
450 Ferrier Bathroom Refurb					\$15,000
Total 450 Ferrier Ct. Fergus - 41 Apartments					\$30,000
500 Ferrier Ct. Fergus - 41 Apartments					
500 Ferrier Bathroom Refurbishments			\$20,000	\$350,000	
500 Ferrier Elevator Modernization		\$15,000	\$210,000		
500 Ferrier Kitchen Refurbishment					\$25,000
Total 500 Ferrier Ct. Fergus - 41 Apartments		\$15,000	\$230,000	\$350,000	\$25,000
51 John St. Harriston - 16 Apartments					
51 John St Window Replacement			\$190,000		
Total 51 John St. Harriston - 16 Apartments			\$190,000		
450 Albert St. Mt. Forest - 31 Apartments					
450 Albert Elevator Modernization	\$190,000				
Total 450 Albert St. Mt. Forest - 31 Apartments	\$190,000				
212 Whites Rd. Palmerston -32 Apartments					
212 Whites Elevator Modernization	\$190,000				
Total 212 Whites Rd. Palmerston -32 Apartments	\$190,000				
Social Housing Various Locations					
Housing Building Retrofit	\$1,355,000	\$2,335,000	\$915,000	\$1,395,000	\$1,560,000
Total County Owned Units	\$4,500,000	\$4,650,000	\$4,800,000	\$4,950,000	\$5,100,000



Programme Overview

Programme/Service:	Affordable Housing
Department:	Social Services
Governance:	Social Services Committee

Programme Description

Under the Affordable Housing Programme the County provides the following services in both Guelph and Wellington:

- New Rental Housing – administer capital incentives to multi-residential owners to build and operate new rental housing for moderate income households available at affordable market rents

This budget specifically reflects operating costs and revenues associated with County-owned affordable housing projects including:

- Fergusson Place, a 55-unit rental housing facility in Fergus
- Webster Place, a 55-unit rental housing facility in Fergus
- 182 George Street, a 10-unit rental housing facility in the village of Arthur
- 250 Daly Street, an 11-unit rental housing facility located in Palmerston
- An annual contribution to the Housing Development Reserve Fund

2021 Budget Highlights

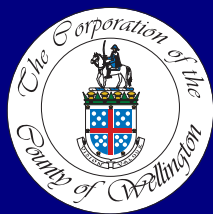
Operating Budget:

- The County's budgeted contribution from the tax levy to the Housing Development Reserve Fund has increased from \$500,000 to \$1,000,000 in 2021 and remains constant at \$1,000,000 over the ten year plan.

Capital Budget:

- Capital Retrofits for County owned affordable housing units total \$1.5 million over the forecast and are fully funded from reserve.
- New to the forecast is a provision to construct new County-owned affordable housing units throughout the County. The numbers are preliminary and assume \$2 million in Provincial subsidy and a County contribution of \$4 million from the Housing Development Reserve in every third year of the forecast.

Staff Complement (Full time equivalents)		
	2020	2021
Affordable Housing	1.1	1.1
Total	1.1	1.1
Current employee count: 2		

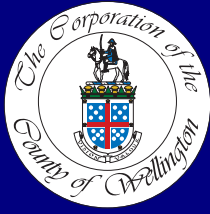


COUNTY OF WELLINGTON

2021 OPERATING BUDGET

Programme/Service: Affordable Housing
 Department: Social Services
 Governance: Social Services Committee

			2020			\$ Change	% Change
	2019	2019	Preliminary	2020	2021	Budget	Budget
	Actuals	Budget	Actuals	Budget	Budget		
Revenue							
Grants & Subsidies	\$209,930	\$202,000	\$201,314	\$201,400	\$176,700	(\$24,700)	(12.3%)
Licenses, Permits and Rents	\$1,228,792	\$1,216,300	\$1,251,672	\$1,227,400	\$1,233,000	\$5,600	0.5%
User Fees & Charges	\$26,738	\$18,000	\$23,960	\$20,000	\$22,000	\$2,000	10.0%
Total Revenue	\$1,465,460	\$1,436,300	\$1,476,946	\$1,448,800	\$1,431,700	(\$17,100)	(1.2%)
Expenditure							
Salaries, Wages and Benefits	\$92,630	\$86,000	\$85,710	\$88,100	\$94,400	\$6,300	7.2%
Supplies, Material & Equipment	\$67,592	\$82,700	\$52,075	\$68,300	\$61,300	(\$7,000)	(10.2%)
Purchased Services	\$508,908	\$639,500	\$526,012	\$596,100	\$617,700	\$21,600	3.6%
Insurance & Financial	\$24,712	\$26,300	\$26,190	\$30,300	\$28,700	(\$1,600)	(5.3%)
Debt Charges	\$295,293	\$296,100	\$293,941	\$294,800	\$176,700	(\$118,100)	(40.1%)
Internal Charges	\$82,812	\$82,700	\$87,700	\$87,700	\$84,700	(\$3,000)	(3.4%)
Total Expenditure	\$1,071,947	\$1,213,300	\$1,071,628	\$1,165,300	\$1,063,500	(\$101,800)	(8.7%)
Net Operating Cost / (Revenue)	(\$393,513)	(\$223,000)	(\$405,318)	(\$283,500)	(\$368,200)	(\$84,700)	29.9%
Transfers							
Transfer from Reserve	\$ -	\$ -	(\$20)	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$893,513	\$723,000	\$905,335	\$783,500	\$1,368,200	\$584,700	74.6%
Total Transfers	\$893,513	\$723,000	\$905,315	\$783,500	\$1,368,200	\$584,700	74.6%
NET COST / (REVENUE)	\$500,000	\$500,000	\$499,997	\$500,000	\$1,000,000	\$500,000	100.0%

**COUNTY OF WELLINGTON****2021 –2030 OPERATING BUDGET****Programme/Service:** Affordable Housing**Department:** Social Services**Governance:** Social Services Committee

	2021	2022	Projected 2023	2024	2025
REVENUE					
Grants & Subsidies	\$176,700	\$176,100	\$175,200	\$174,000	\$172,500
Licenses, Permits and Rents	\$1,233,000	\$1,257,600	\$1,282,800	\$1,308,400	\$1,334,600
User Fees & Charges	\$22,000	\$22,000	\$22,000	\$22,000	\$22,000
Total Revenue	\$1,431,700	\$1,455,700	\$1,480,000	\$1,504,400	\$1,529,100
EXPENDITURES					
Salaries, Wages and Benefits	\$94,400	\$96,300	\$99,100	\$101,700	\$104,300
Supplies, Material & Equipment	\$61,300	\$63,300	\$65,300	\$67,400	\$69,700
Purchased Services	\$617,700	\$636,400	\$684,500	\$696,700	\$695,000
Insurance & Financial	\$28,700	\$29,700	\$30,900	\$31,900	\$32,900
Debt Charges	\$176,700	\$176,100	\$175,200	\$174,000	\$172,500
Internal Charges	\$84,700	\$87,200	\$89,800	\$92,500	\$95,300
Total Expenditures	\$1,063,500	\$1,089,000	\$1,144,800	\$1,164,200	\$1,169,700
Net Operating Cost / (Revenue)	(\$368,200)	(\$366,700)	(\$335,200)	(\$340,200)	(\$359,400)
TRANSFERS					
Transfer to Reserves	\$1,368,200	\$1,366,700	\$1,335,200	\$1,340,200	\$1,359,400
Total Transfers	\$1,368,200	\$1,366,700	\$1,335,200	\$1,340,200	\$1,359,400
TAX LEVY REQUIREMENT	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000



COUNTY OF WELLINGTON

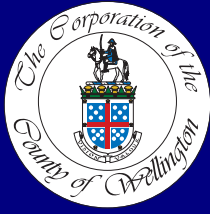
2021 –2030 OPERATING BUDGET

Programme/Service: Affordable Housing

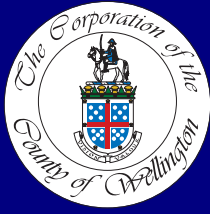
Department: Social Services

Governance: Social Services Committee

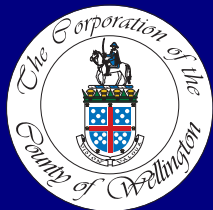
	2026	2027	Projected 2028	2029	2030
REVENUE					
Grants & Subsidies	\$170,600	\$168,400	\$170,800	\$167,700	\$164,300
Licenses, Permits and Rents	\$1,361,200	\$1,388,500	\$1,416,300	\$1,444,600	\$1,473,500
User Fees & Charges	\$22,000	\$22,000	\$22,000	\$22,000	\$22,000
Total Revenue	\$1,553,800	\$1,578,900	\$1,609,100	\$1,634,300	\$1,659,800
EXPENDITURES					
Salaries, Wages and Benefits	\$107,500	\$111,300	\$114,700	\$118,300	\$122,100
Supplies, Material & Equipment	\$72,000	\$74,400	\$76,900	\$79,500	\$82,200
Purchased Services	\$715,500	\$736,400	\$795,200	\$808,200	\$801,800
Insurance & Financial	\$34,000	\$35,100	\$36,100	\$37,300	\$37,300
Debt Charges	\$170,600	\$168,400	\$170,800	\$167,700	\$164,300
Internal Charges	\$98,200	\$101,100	\$104,100	\$107,200	\$110,400
Total Expenditures	\$1,197,800	\$1,226,700	\$1,297,800	\$1,318,200	\$1,318,100
Net Operating Cost / (Revenue)	(\$356,000)	(\$352,200)	(\$311,300)	(\$316,100)	(\$341,700)
TRANSFERS					
Transfer to Reserves	\$1,356,000	\$1,352,200	\$1,311,300	\$1,316,100	\$1,341,700
Total Transfers	\$1,356,000	\$1,352,200	\$1,311,300	\$1,316,100	\$1,341,700
TAX LEVY REQUIREMENT	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000

**COUNTY OF WELLINGTON****2021-2030 CAPITAL BUDGET****Programme/Service:** Affordable Housing**Department:** Social Services**Governance:** Social Services Committee

	2021	2022	2023	2024	2025	5 Year Total
165 Gordon Air Conditioning	\$500,000					\$500,000
Provision for New County Afd Housing			\$6,000,000			\$6,000,000
250 Daly St Capital Retrofits (11 units)	\$8,000	\$8,000	\$10,000	\$13,000	\$11,000	\$50,000
182 George St Capital Retrofits (10 units)	\$79,000	\$9,000	\$11,000	\$11,000	\$52,000	\$162,000
169 Gordon Capital Retrofits (55 units)	\$30,000	\$20,000	\$20,000	\$22,000	\$22,000	\$114,000
165 Gordon St Capital Retrofits (55 units)	\$32,000	\$33,000	\$36,000	\$56,000	\$54,000	\$211,000
Total	\$649,000	\$70,000	\$6,077,000	\$102,000	\$139,000	\$7,037,000
Sources of Financing						
Subsidies			\$2,000,000			\$2,000,000
Reserves	\$649,000	\$70,000	\$4,077,000	\$102,000	\$139,000	\$5,037,000
Total Financing	\$649,000	\$70,000	\$6,077,000	\$102,000	\$139,000	\$7,037,000

**COUNTY OF WELLINGTON****2021-2030 CAPITAL BUDGET****Programme/Service:** Affordable Housing**Department:** Social Services**Governance:** Social Services Committee

	2026	2027	2028	2029	2030	10 Year Total
165 Gordon Air Conditioning						\$500,000
Provision for New County Afd Housing	\$6,000,000			\$6,000,000		\$18,000,000
250 Daly St Capital Retrofits (11 units)	\$11,000	\$12,000	\$13,000	\$14,000	\$14,000	\$114,000
182 George St Capital Retrofits (10 units)	\$22,000	\$13,000	\$14,000	\$15,000	\$15,000	\$241,000
169 Gordon Capital Retrofits (55 units)	\$24,000	\$24,000	\$26,000	\$32,000	\$28,000	\$248,000
165 Gordon St Capital Retrofits (55 units)	\$40,000	\$44,000	\$44,000	\$48,000	\$49,000	\$436,000
Total	\$6,097,000	\$93,000	\$97,000	\$6,109,000	\$106,000	\$19,539,000
Sources of Financing						
Subsidies	\$2,000,000			\$2,000,000		\$6,000,000
Reserves	\$4,097,000	\$93,000	\$97,000	\$4,109,000	\$106,000	\$13,539,000
Total Financing	\$6,097,000	\$93,000	\$97,000	\$6,109,000	\$106,000	\$19,539,000



Programme Overview

Programme/Service:	Wellington Terrace
Department:	Long-Term Care Homes
Governance:	Information, Heritage and Seniors Committee

Programme Description

Wellington Terrace is a 176 bed long-term care home located between Fergus and Elora, and is operated under the standards of care defined by the provincial Ministry of Health and Long Term Care.

Our Mission Statement reads “Together our team is committed to providing compassionate care, honouring the unique needs of each resident.”

2021 Budget Highlights

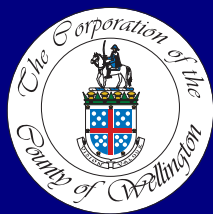
Operating Budget

- Increases in salaries and wages related to COVID-19 protocols are fully funded through subsidies received by senior levels of government.
- Grants and subsidies includes one time LHIN funding, and reflect updated provincial funding incorporating the County’s updated case mix index, with an assumption of a 1% increase to the gross per diem rate effective April 1, 2021
- Resident co-payment revenue has been increased by \$57,200 to include an anticipated 1.9% increase in resident co-payment rates effective July 1, 2021.
- A one-time transfer to the Wellington Terrace Capital Reserve in 2020 of \$1 million for the Continuum of Care project has been removed in 2021

Capital Budget

- Staff continue to plan for life cycle replacements and repairs on building components and equipment. Projects for replacements total \$3.6 million over the ten years.

Staff Complement (Full time equivalents)	2020	2021
Wellington Terrace Administration	6.6	7.0
Housekeeping	20.2	20.2
Laundry	3.0	3.0
Maintenance	3.4	3.4
Life Enrichment	10.7	10.7
Volunteer Coordinator	1.0	1.0
Nursing Administration	4.8	5.8
Nursing Direct Care	124.3	124.5
Nutrition	34.1	34.1
COVID 19 Related	0.0	4.4
Total	208.1	214.1
Current employee count: 333		



COUNTY OF WELLINGTON

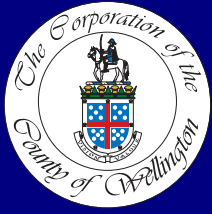
2021 OPERATING BUDGET

Programme/Service: Wellington Terrace

Department: Long-Term Care Homes

Governance: Information, Heritage and Senior's Committee

	2019	2019	2020	2020	2021	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants & Subsidies	\$9,440,048	\$9,400,400	\$11,256,534	\$9,346,200	\$9,538,800	\$192,600	2.1%
User Fees & Charges	\$4,716,279	\$4,546,000	\$4,731,658	\$4,776,800	\$4,834,000	\$57,200	1.2%
Sales Revenue	\$ -	\$ -	\$26,856	\$36,400	\$54,600	\$18,200	50.0%
Other Revenue	\$112,266	\$ -	\$70,630	\$27,800	\$27,800	\$ -	-
Total Revenue	\$14,268,593	\$13,946,400	\$16,085,678	\$14,187,200	\$14,455,200	\$268,000	1.9%
Expenditure							
Salaries, Wages and Benefits	\$16,396,100	\$16,146,700	\$18,883,454	\$17,423,700	\$18,030,000	\$606,300	3.5%
Supplies, Material & Equipment	\$1,348,820	\$1,326,500	\$1,608,238	\$1,451,500	\$1,491,800	\$40,300	2.8%
Purchased Services	\$1,062,396	\$1,137,300	\$1,238,473	\$1,209,800	\$1,252,100	\$42,300	3.5%
Insurance & Financial	\$303,450	\$306,000	\$351,956	\$333,700	\$343,500	\$9,800	2.9%
Minor Capital Expenses	\$19,151	\$ -	\$ -	\$ -	\$ -	\$ -	-
Debt Charges	\$1,821,192	\$1,849,700	\$1,819,493	\$1,849,700	\$1,849,700	\$ -	-
Internal Charges	\$1,305,016	\$1,304,800	\$961,834	\$961,700	\$941,000	(\$20,700)	(2.2%)
Total Expenditure	\$22,256,125	\$22,071,000	\$24,863,448	\$23,230,100	\$23,908,100	\$678,000	2.9%
Net Operating Cost / (Revenue)	\$7,987,532	\$8,124,600	\$8,777,770	\$9,042,900	\$9,452,900	\$410,000	4.5%
Transfers							
Transfer from Reserve	\$ -	\$ -	\$ -	\$ -	(\$250,900)	(\$250,900)	-
Transfer to Capital	\$1,000,000	\$1,000,000	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$258,592	\$250,000	\$1,254,918	\$1,250,000	\$250,000	(\$1,000,000)	(80.0%)
Total Transfers	\$1,258,592	\$1,250,000	\$1,254,918	\$1,250,000	(\$900)	(\$1,250,900)	(100.1%)
NET COST / (REVENUE)	\$9,246,124	\$9,374,600	\$10,032,688	\$10,292,900	\$9,452,000	(\$840,900)	(8.2%)

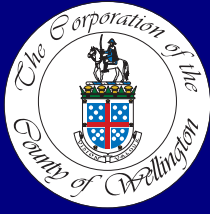


COUNTY OF WELLINGTON

2021 –2030 OPERATING BUDGET

Programme/Service: Wellington Terrace
Department: Long-Term Care Homes
Governance: Information, Heritage and Senior's Committee

	2021	2022	Projected 2023	2024	2025
REVENUE					
Grants & Subsidies	\$9,538,800	\$9,536,800	\$9,579,100	\$9,620,800	\$9,662,300
User Fees & Charges	\$4,834,000	\$4,927,800	\$5,025,500	\$5,125,000	\$5,226,600
Sales Revenue	\$54,600	\$74,300	\$90,500	\$96,700	\$100,200
Other Revenue	\$27,800	\$27,800	\$27,800	\$27,800	\$27,800
Total Revenue	\$14,455,200	\$14,566,700	\$14,722,900	\$14,870,300	\$15,016,900
EXPENDITURES					
Salaries, Wages and Benefits	\$18,030,000	\$18,224,800	\$18,719,000	\$19,240,800	\$19,800,900
Supplies, Material & Equipment	\$1,491,800	\$1,544,500	\$1,599,600	\$1,677,700	\$1,695,600
Purchased Services	\$1,252,100	\$1,288,000	\$1,332,700	\$1,374,400	\$1,423,200
Insurance & Financial	\$343,500	\$346,700	\$356,200	\$366,500	\$377,400
Debt Charges	\$1,849,700	\$1,849,700	\$1,849,700	\$1,849,700	\$1,713,000
Internal Charges	\$941,000	\$969,200	\$998,300	\$1,028,200	\$1,059,000
Total Expenditures	\$23,908,100	\$24,222,900	\$24,855,500	\$25,537,300	\$26,069,100
Net Operating Cost / (Revenue)	\$9,452,900	\$9,656,200	\$10,132,600	\$10,667,000	\$11,052,200
TRANSFERS					
Transfer from Reserves	(\$250,900)				
Transfer to Reserves	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
Total Transfers	(\$900)	\$250,000	\$250,000	\$250,000	\$250,000
TAX LEVY REQUIREMENT	\$9,452,000	\$9,906,200	\$10,382,600	\$10,917,000	\$11,302,200
yr/yr % change	(8.2%)	4.8%	4.8%	5.1%	3.5%

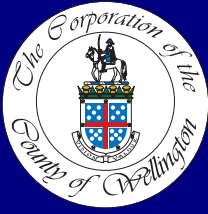


COUNTY OF WELLINGTON

2021 –2030 OPERATING BUDGET

Programme/Service: Wellington Terrace
 Department: Long-Term Care Homes
 Governance: Information, Heritage and Senior's Committee

	2026	2027	Projected 2028	2029	2030
REVENUE					
Grants & Subsidies	\$9,038,500	\$9,079,100	\$9,119,300	\$9,159,100	\$9,198,400
User Fees & Charges	\$5,330,200	\$5,435,900	\$5,543,700	\$5,653,600	\$5,765,700
Sales Revenue	\$103,200	\$106,600	\$110,300	\$111,800	\$115,200
Other Revenue	\$27,800	\$27,800	\$27,800	\$27,800	\$27,800
Total Revenue	\$14,499,700	\$14,649,400	\$14,801,100	\$14,952,300	\$15,107,100
EXPENDITURES					
Salaries, Wages and Benefits	\$20,425,900	\$21,064,000	\$21,719,100	\$22,406,300	\$23,113,600
Supplies, Material & Equipment	\$1,744,600	\$1,794,800	\$1,847,200	\$1,899,600	\$1,956,300
Purchased Services	\$1,473,500	\$1,525,100	\$1,555,500	\$1,609,800	\$1,643,700
Insurance & Financial	\$389,200	\$401,400	\$408,800	\$429,400	\$443,100
Debt Charges					
Internal Charges	\$1,090,800	\$1,123,500	\$1,157,200	\$1,191,900	\$1,227,700
Total Expenditures	\$25,124,000	\$25,908,800	\$26,687,800	\$27,537,000	\$28,384,400
Net Operating Cost / (Revenue)	\$10,624,300	\$11,259,400	\$11,886,700	\$12,584,700	\$13,277,300
TRANSFERS					
Transfer from Reserves					
Transfer to Reserves	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
Total Transfers	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
TAX LEVY REQUIREMENT					
yr/yr % change	(3.8%)	5.8%	5.5%	5.8%	5.4%



COUNTY OF WELLINGTON

2021-2030 CAPITAL BUDGET

Programme/Service: Wellington Terrace
Department: Long-Term Care Homes
Governance: Information, Heritage and Seniors Committee

	2021	2022	2023	2024	2025	5 Year Total
Equipment and Technology						
Garbage Compactor Replacement						
IPad Replacements					\$30,000	\$30,000
Nursing Equip Replacements	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Resident Van Replacement						
Terrace Network						
Wireless Phone Replacement				\$75,000		\$75,000
WT Laundry Equipment	\$60,000					\$60,000
Total Equipment and Technology	\$160,000	\$100,000	\$100,000	\$175,000	\$130,000	\$665,000
Facility Improvements						
2021 Access Control System	\$120,000					\$120,000
Common Spaces Flooring	\$110,000	\$110,000				\$220,000
Courtyard Door Replacement						
Dining and Servery Flooring		\$90,000				\$90,000
Public Area Furniture Replacements	\$50,000	\$50,000				\$100,000
Roof Waterproofing						
Terrace AC Replacement			\$695,000			\$695,000
Terrace Parking Lot						
WT Building Retrofits	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$175,000
Total Facility Improvements	\$315,000	\$285,000	\$730,000	\$35,000	\$35,000	\$1,400,000
Total	\$475,000	\$385,000	\$830,000	\$210,000	\$165,000	\$2,065,000
Sources of Financing						
Reserves	\$475,000	\$385,000	\$830,000	\$210,000	\$165,000	\$2,065,000
Total Financing	\$475,000	\$385,000	\$830,000	\$210,000	\$165,000	\$2,065,000



COUNTY OF WELLINGTON

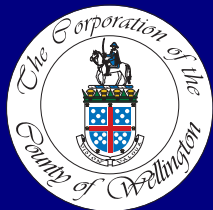
2021-2030 CAPITAL BUDGET

Programme/Service: Wellington Terrace

Department: Long-Term Care Homes

Governance: Information, Heritage and Seniors Committee

	2026	2027	2028	2029	2030	10 Year Total
Equipment and Technology						
Garbage Compactor Replacement					\$45,000	\$45,000
IPad Replacements						\$30,000
Nursing Equip Replacements	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$1,000,000
Resident Van Replacement		\$60,000				\$60,000
Terrace Network	\$50,000	\$50,000				\$100,000
Wireless Phone Replacement						\$75,000
WT Laundry Equipment						\$60,000
Total Equipment and Technology	\$150,000	\$210,000	\$100,000	\$100,000	\$145,000	\$1,370,000
Facility Improvements						
2021 Access Control System						\$120,000
Common Spaces Flooring						\$220,000
Courtyard Door Replacement					\$36,000	\$36,000
Dining and Servery Flooring						\$90,000
Public Area Furniture Replacements						\$100,000
Roof Waterproofing	\$180,000					\$180,000
Terrace AC Replacement						\$695,000
Terrace Parking Lot			\$500,000			\$500,000
WT Building Retrofits	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$350,000
Total Facility Improvements	\$215,000	\$35,000	\$535,000	\$35,000	\$71,000	\$2,291,000
Total	\$365,000	\$245,000	\$635,000	\$135,000	\$216,000	\$3,661,000
Sources of Financing						
Reserves	\$365,000	\$245,000	\$635,000	\$135,000	\$216,000	\$3,661,000
Total Financing	\$365,000	\$245,000	\$635,000	\$135,000	\$216,000	\$3,661,000



Programme Overview

Programme/Service:	County Library System
Department:	Library Services
Governance:	Library Board

Programme Description

The Mission Statement of the Wellington County Library is to enhance the knowledge, skills, enterprise, and enjoyment of the people of Wellington County through the provision of high quality library services. Roles include:

- Popular Materials Library – featuring high demand, current, high interest materials in a variety of formats for persons of all ages.
- Reference Library – providing timely, accurate, and useful information for community residents.
- Preschoolers' Door to Learning – encouraging young children to develop an interest in reading and learning through services to children and for adults and children together.
- Independent Learning Centre – supporting all individuals of all ages in pursuing a sustained programme of learning, independent of any educational provider.

The Wellington County Library System is comprised of 14 branches: Aboyne, Arthur, Clifford, Drayton, Elora, Erin, Fergus, Harriston, Hillsburgh, Marden, Mount Forest, Palmerston, Puslinch, and Rockwood. The library courier delivers materials to all of the branches, so that all County residents have equal access to the entire collection.

2021 Budget Highlights

Operating Budget:

- Implementation of library event and room booking software

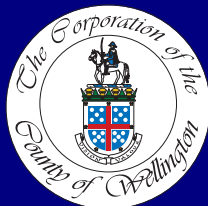
Capital Branch Improvements:

- A provision of \$5.05 million is included for the construction of a new Erin Branch (2021-2024). The current branch is located in the Centre 2000 complex, a multiuse facility which is also home to Erin District High School. The 25-year lease agreement with the Upper Grand District School Board expires in 2025.
- Life cycle replacement for building components at various branches total \$2.0 million and are scheduled throughout the forecast.

Capital Programme Enhancements:

- Library catalogue enhancement in 2021
- The Library Master Plan in 2022 to review all aspects of library services and make recommendations for future improvements.
- Courier van replacements are scheduled for 2022 and 2027
- Provisions for future technology advancements and furnishing replacements are included throughout the forecast.

Staff Complement (Full time equivalents)		
	2020	2021
Library Administration	8.0	8.0
Library Branch Staff	51.7	51.7
Total	59.7	59.7
Current employee count: 103		



COUNTY OF WELLINGTON

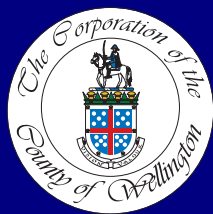
2021 OPERATING BUDGET

Programme/Service: County Library System

Department: Library Services

Governance: Library Board

	2019	2019	2020	2020	2021	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants & Subsidies	\$147,995	\$159,500	\$141,275	\$148,500	\$148,500	\$ -	-
Municipal Recoveries	\$30,600	\$30,000	\$33,600	\$30,000	\$30,000	\$ -	-
Licenses, Permits and Rents	\$53,033	\$50,000	\$20,892	\$50,000	\$50,000	\$ -	-
User Fees & Charges	\$76,952	\$88,700	\$24,558	\$86,200	\$86,200	\$ -	-
Sales Revenue	\$7,297	\$8,100	\$3,728	\$8,100	\$8,100	\$ -	-
Other Revenue	\$3,991	\$ -	\$1,742	\$ -	\$ -	\$ -	-
Total Revenue	\$319,868	\$336,300	\$225,795	\$322,800	\$322,800	\$ -	-
Expenditure							
Salaries, Wages and Benefits	\$4,396,343	\$4,440,600	\$4,546,564	\$4,627,600	\$4,698,000	\$70,400	1.5%
Supplies, Material & Equipment	\$893,841	\$916,000	\$836,592	\$878,200	\$875,800	(\$2,400)	(0.3%)
Purchased Services	\$1,075,845	\$1,122,300	\$1,095,292	\$1,196,100	\$1,229,800	\$33,700	2.8%
Insurance & Financial	\$100,798	\$103,900	\$106,996	\$108,500	\$111,500	\$3,000	2.8%
Minor Capital Expenses	\$21,227	\$69,000	\$ -	\$ -	\$ -	\$ -	-
Debt Charges	\$704,964	\$709,900	\$566,080	\$568,500	\$568,000	(\$500)	(0.1%)
Internal Charges	\$6,049	\$2,600	\$1,931	\$3,000	\$3,000	\$ -	-
Total Expenditure	\$7,199,067	\$7,364,300	\$7,153,455	\$7,381,900	\$7,486,100	\$104,200	1.4%
Net Operating Cost / (Revenue)	\$6,879,199	\$7,028,000	\$6,927,660	\$7,059,100	\$7,163,300	\$104,200	1.5%
Transfers							
Transfer from Reserve	(\$273,838)	(\$319,400)	(\$430,053)	(\$178,500)	(\$178,300)	\$200	(0.1%)
Transfer to Capital	\$155,000	\$155,000	\$135,000	\$135,000	\$90,000	(\$45,000)	(33.3%)
Transfers to Reserve	\$360,000	\$360,000	\$360,000	\$360,000	\$360,000	\$ -	-
Total Transfers	\$241,162	\$195,600	\$64,947	\$316,500	\$271,700	(\$44,800)	(14.2%)
NET COST / (REVENUE)	\$7,120,361	\$7,223,600	\$6,992,607	\$7,375,600	\$7,435,000	\$59,400	0.8%



COUNTY OF WELLINGTON

2021 –2030 OPERATING BUDGET

Programme/Service: County Library System

Department: Library Services

Governance: Library Board

	2021	2022	Projected 2023	2024	2025
REVENUE					
Grants & Subsidies	\$148,500	\$148,500	\$148,500	\$148,500	\$148,500
Municipal Recoveries	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Licenses, Permits and Rents	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
User Fees & Charges	\$86,200	\$86,200	\$86,200	\$86,200	\$86,200
Sales Revenue	\$8,100	\$8,100	\$8,100	\$8,100	\$8,100
Total Revenue	\$322,800	\$322,800	\$322,800	\$322,800	\$322,800
EXPENDITURES					
Salaries, Wages and Benefits	\$4,698,000	\$4,825,500	\$4,966,400	\$5,108,900	\$5,263,800
Supplies, Material & Equipment	\$875,800	\$886,600	\$991,300	\$944,800	\$975,200
Purchased Services	\$1,229,800	\$1,354,900	\$1,392,000	\$1,427,400	\$1,467,100
Insurance & Financial	\$111,500	\$113,900	\$116,900	\$119,700	\$123,000
Debt Charges	\$568,000	\$506,600	\$396,600	\$467,200	\$467,300
Internal Charges	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Total Expenditures	\$7,486,100	\$7,690,500	\$7,866,200	\$8,071,000	\$8,299,400
Net Operating Cost / (Revenue)	\$7,163,300	\$7,367,700	\$7,543,400	\$7,748,200	\$7,976,600
TRANSFERS					
Transfer from Reserves	(\$178,300)	(\$128,000)	(\$128,000)	(\$128,000)	(\$128,000)
Transfer to Capital	\$90,000	\$155,000	\$628,000	\$74,000	\$160,000
Transfer to Reserves	\$360,000	\$360,000	\$360,000	\$360,000	\$360,000
Total Transfers	\$271,700	\$387,000	\$860,000	\$306,000	\$392,000
TAX LEVY REQUIREMENT	\$7,435,000	\$7,754,700	\$8,403,400	\$8,054,200	\$8,368,600
yr/yr % change	0.8%	4.3%	8.4%	(4.2%)	3.9%



COUNTY OF WELLINGTON

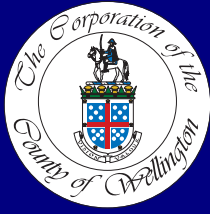
2021 –2030 OPERATING BUDGET

Programme/Service: County Library System

Department: Library Services

Governance: Library Board

	2026	2027	Projected 2028	2029	2030
REVENUE					
Grants & Subsidies	\$148,500	\$148,500	\$148,500	\$148,500	\$148,500
Municipal Recoveries	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Licenses, Permits and Rents	\$50,000	\$50,000	\$50,300	\$50,700	\$51,100
User Fees & Charges	\$86,200	\$86,200	\$86,300	\$86,500	\$86,900
Sales Revenue	\$8,100	\$8,100	\$8,100	\$8,100	\$8,100
Total Revenue	\$322,800	\$322,800	\$323,200	\$323,800	\$324,600
EXPENDITURES					
Salaries, Wages and Benefits	\$5,428,100	\$5,596,800	\$5,770,200	\$5,951,100	\$6,136,400
Supplies, Material & Equipment	\$1,006,600	\$1,114,700	\$1,068,400	\$1,098,800	\$1,130,400
Purchased Services	\$1,508,000	\$1,550,500	\$1,579,700	\$1,627,400	\$1,664,100
Insurance & Financial	\$125,700	\$129,400	\$130,900	\$137,100	\$141,600
Debt Charges	\$467,800	\$467,000	\$467,900	\$236,200	\$236,200
Internal Charges	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Total Expenditures	\$8,539,200	\$8,861,400	\$9,020,100	\$9,053,600	\$9,311,700
Net Operating Cost / (Revenue)	\$8,216,400	\$8,538,600	\$8,696,900	\$8,729,800	\$8,987,100
TRANSFERS					
Transfer from Reserves	(\$128,000)	(\$128,000)	(\$128,000)	(\$128,000)	(\$128,000)
Transfer to Capital	\$44,000	\$176,000	\$114,000	\$130,000	\$49,000
Transfer to Reserves	\$360,000	\$360,000	\$360,000	\$360,000	\$360,000
Total Transfers	\$276,000	\$408,000	\$346,000	\$362,000	\$281,000
TAX LEVY REQUIREMENT	\$8,492,400	\$8,946,600	\$9,042,900	\$9,091,800	\$9,268,100
yr/yr % change	1.5%	5.3%	1.1%	0.5%	1.9%



COUNTY OF WELLINGTON

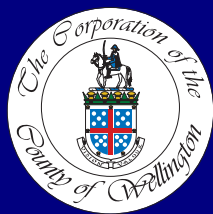
2021-2030 CAPITAL BUDGET

Programme/Service: County Library System

Department: Library Services

Governance: Library Board

	2021	2022	2023	2024	2025	5 Year Total
Programming						
Catalogue Software Enhancement				\$30,000		\$30,000
Library Master Plan		\$30,000				\$30,000
Library Catalogue Replacement	\$30,000					\$30,000
Library Courier Van		\$75,000				\$75,000
Collection Enhancement					\$50,000	\$50,000
Branch Improvements FFE	\$60,000	\$35,000	\$55,000		\$55,000	\$205,000
Future Technology Advancements		\$37,500	\$37,500	\$37,500	\$37,500	\$150,000
Total Programming	\$90,000	\$177,500	\$92,500	\$67,500	\$142,500	\$570,000
Facilities						
Aboyne Branch: AC Replacements			\$44,000			\$44,000
Aboyne Branch: Interior Upgrades						
Arthur Branch: Elevator Modernization						
Arthur Branch: Flooring Replacements						
Arthur Branch: HVAC Replacements						
Arthur Branch: Parking Lot						
Clifford Branch: AC Replacement						
Clifford Branch: Roof Replace				\$60,000		\$60,000
Drayton Branch: Flooring						
Drayton Branch: HVAC Replacements						
Drayton Branch: Parking Lot						
Elora Branch: Elevator Modernization				\$200,000		\$200,000
Erin Branch: New Construction	\$550,000		\$2,500,000	\$2,000,000		\$5,050,000
Fergus Branch: Flooring						
Harriston Branch: Plumbing Upgrades						
Hillsburgh Branch: Sidewalk	\$30,000					\$30,000
MF Branch: Elevator Modernization						
MF Branch: Exterior Rehab						
MF Branch: HVAC Upgrades						
Palmerston Branch: Air Conditioning						
Palmerston Branch: Interior Upgrades						
Puslinch Branch: Air Conditioning						
Puslinch Branch: Water Heater						
Library Building Retrofits	\$50,000	\$40,000	\$40,000	\$70,000	\$70,000	\$270,000
Total Facilities	\$630,000	\$40,000	\$2,584,000	\$2,330,000	\$70,000	\$5,654,000
Total	\$720,000	\$217,500	\$2,676,500	\$2,397,500	\$212,500	\$6,224,000
Sources of Financing						
Current Revenues	\$90,000	\$150,500	\$592,500	\$67,500	\$142,500	\$1,043,000
Reserves	\$630,000	\$40,000	\$84,000	\$2,330,000	\$70,000	\$3,154,000
Development Charges		\$27,000				\$27,000
Debenture			\$2,000,000			\$2,000,000
Total Financing	\$720,000	\$217,500	\$2,676,500	\$2,397,500	\$212,500	\$6,224,000



COUNTY OF WELLINGTON

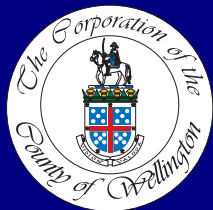
2021-2030 CAPITAL BUDGET

Programme/Service: County Library System

Department: Library Services

Governance: Library Board

	2026	2027	2028	2029	2030	10 Year Total
Programming						
Catalogue Software Enhancement				\$30,000		\$60,000
Library Master Plan				\$40,000		\$70,000
Library Catalogue Replacement						\$30,000
Library Courier Van		\$75,000				\$150,000
Collection Enhancement						\$50,000
Branch Improvements FFE		\$35,000	\$55,000	\$35,000		\$330,000
Future Technology Advancements	\$37,500	\$37,500	\$37,500	\$37,500	\$37,500	\$337,500
Total Programming	\$37,500	\$147,500	\$92,500	\$142,500	\$37,500	\$1,027,500
Facilities						
Aboyne Branch: AC Replacements						\$44,000
Aboyne Branch: Interior Upgrades					\$45,000	\$45,000
Arthur Branch: Elevator Modernization			\$100,000			\$100,000
Arthur Branch: Flooring Replacements				\$25,000		\$25,000
Arthur Branch: HVAC Replacements				\$75,000		\$75,000
Arthur Branch: Parking Lot				\$35,000		\$35,000
Clifford Branch: AC Replacement	\$60,000					\$60,000
Clifford Branch: Roof Replace						\$60,000
Drayton Branch: Flooring				\$30,000		\$30,000
Drayton Branch: HVAC Replacements				\$30,000		\$30,000
Drayton Branch: Parking Lot				\$75,000		\$75,000
Elora Branch: Elevator Modernization						\$200,000
Erin Branch: New Construction						\$5,050,000
Fergus Branch: Flooring				\$50,000		\$50,000
Harriston Branch: Plumbing Upgrades					\$40,000	\$40,000
Hillsburgh Branch: Sidewalk						\$30,000
MF Branch: Elevator Modernization					\$220,000	\$220,000
MF Branch: Exterior Rehab					\$30,000	\$30,000
MF Branch: HVAC Upgrades					\$25,000	\$25,000
Palmerston Branch: Air Conditioning					\$50,000	\$50,000
Palmerston Branch: Interior Upgrades					\$45,000	\$45,000
Puslinch Branch: Air Conditioning					\$70,000	\$70,000
Puslinch Branch: Water Heater					\$30,000	\$30,000
Library Building Retrofits	\$70,000	\$70,000	\$70,000	\$95,000	\$95,000	\$670,000
Total Facilities	\$130,000	\$70,000	\$170,000	\$415,000	\$650,000	\$7,089,000
Total	\$167,500	\$217,500	\$262,500	\$557,500	\$687,500	\$8,116,500
Sources of Financing						
Current Revenues	\$37,500	\$147,500	\$92,500	\$102,500	\$37,500	\$1,460,500
Reserves	\$130,000	\$70,000	\$170,000	\$415,000	\$650,000	\$4,589,000
Development Charges				\$40,000		\$67,000
Debenture						\$2,000,000
Total Financing	\$167,500	\$217,500	\$262,500	\$557,500	\$687,500	\$8,116,500



Programme Overview

Programme/Service:	Museum and Archives at Wellington Place
Department:	Wellington County Museum and Archives
Governance:	Information, Heritage and Seniors Committee

Programme Description

- The mission of the Wellington County Museum and Archives (WCMA) is to serve as a cultural centre providing resources, programmes, exhibits, support and services for the historical, educational and artistic interests of the communities of Wellington County.
- The WCMA is a National Historic Site, housed in the oldest surviving House of Industry and Refuge in Canada, and is mandated to preserve and interpret this national treasure.
- The WCMA collects, preserves, researches, interprets and exhibits artifacts and records that document the settlement and development of the County of Wellington.
- The WCMA offers year round programming including curriculum based school programmes, workshops and lectures, festivals and special events and outreach. Special cultural partnerships bring other events like the Insights Juried Art Show to the WCMA.
- The County Archives is the designated repository for the historical records of the County of Wellington and its member municipalities. The Archives provides primary and secondary research materials for a variety of users including students, teachers, genealogists, historical society members, the press and the general public.
- WCMA rents its facilities for weddings, corporate meetings, celebrations of life, and more.
- Wellington Place incorporates the land and infrastructure surrounding the Museum and Archives comprising 195 acres for which the Wellington Place Administrator is responsible for managing.

2021 Budget Highlights

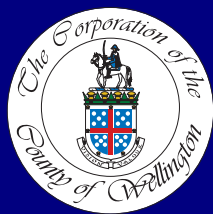
Operating Budget

- Special events planned in 2021 reflect the activities identified in the Wellington County Museum and Archives Action Plan to be presented in February 2021

Capital Budget

- The Poultry House Restoration budgeted at \$25,000 in 2021 intends to utilize the coop to house heritage breed animals that engage the public and fit with the story of the original Poor House industrial farm.
- Samuel Honey Drive is an internal street within Wellington Place that will connect internal streets Charles Allan Way and David Boyle Drive. \$1.3 million is budgeted for construction in 2023.
- Building, equipment and site improvements continue throughout the forecast.

Staff Complement (Full time equivalents)		
	2020	2021
Museum and Archives	18.7	18.7
Current employee count: 25		



COUNTY OF WELLINGTON

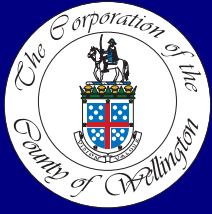
2021 OPERATING BUDGET

Programme/Service: Museum and Archives at Wellington Place

Department: Wellington County Museum and Archives

Governance: Information, Heritage and Senior's Committee

	2019	2019	2020	2020	2021	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants & Subsidies	\$56,184	\$54,800	\$70,739	\$54,800	\$54,800	\$ -	-
Licenses, Permits and Rents	\$43,258	\$52,100	\$8,908	\$52,100	\$52,100	\$ -	-
User Fees & Charges	\$80,010	\$84,300	\$27,483	\$75,000	\$75,000	\$ -	-
Sales Revenue	\$8,647	\$8,900	\$6,681	\$10,000	\$10,000	\$ -	-
Other Revenue	\$1,946	\$ -	\$1,975	\$ -	\$ -	\$ -	-
Total Revenue	\$190,045	\$200,100	\$115,786	\$191,900	\$191,900	\$ -	-
Expenditure							
Salaries, Wages and Benefits	\$1,504,044	\$1,519,200	\$1,599,480	\$1,584,600	\$1,605,500	\$20,900	1.3%
Supplies, Material & Equipment	\$165,634	\$196,300	\$136,845	\$143,100	\$150,800	\$7,700	5.4%
Purchased Services	\$391,572	\$415,500	\$390,296	\$432,900	\$461,500	\$28,600	6.6%
Transfer Payments	\$500	\$ -	\$ -	\$ -	\$ -	\$ -	-
Insurance & Financial	\$51,558	\$57,200	\$55,142	\$59,400	\$60,900	\$1,500	2.5%
Minor Capital Expenses	\$19,151	\$ -	\$ -	\$ -	\$13,000	\$13,000	-
Internal Charges	\$195	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Expenditure	\$2,132,654	\$2,188,200	\$2,181,763	\$2,220,000	\$2,291,700	\$71,700	3.2%
Net Operating Cost / (Revenue)	\$1,942,609	\$1,988,100	\$2,065,977	\$2,028,100	\$2,099,800	\$71,700	3.5%
Transfers							
Transfer from Reserve	(\$40,011)	(\$3,600)	(\$93,878)	\$ -	\$ -	\$ -	-
Transfer to Capital	\$75,000	\$75,000	\$50,000	\$50,000	\$70,000	\$20,000	40.0%
Transfers to Reserve	\$71,061	\$25,000	\$14,253	\$27,000	\$27,000	\$ -	-
Total Transfers	\$106,050	\$96,400	(\$29,625)	\$77,000	\$97,000	\$20,000	26.0%
NET COST / (REVENUE)	\$2,048,659	\$2,084,500	\$2,036,352	\$2,105,100	\$2,196,800	\$91,700	4.4%

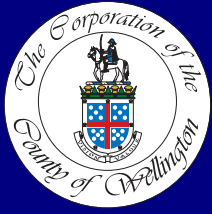


COUNTY OF WELLINGTON

2021 –2030 OPERATING BUDGET

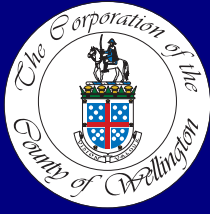
Programme/Service: Museum and Archives at Wellington Place
 Department: Wellington County Museum and Archives
 Governance: Information, Heritage and Senior's Committee

	2021	2022	Projected 2023	2024	2025
REVENUE					
Grants & Subsidies	\$54,800	\$54,800	\$54,800	\$54,800	\$54,800
Licenses, Permits and Rents	\$52,100	\$52,100	\$52,100	\$52,100	\$52,100
User Fees & Charges	\$75,000	\$75,800	\$76,600	\$77,400	\$78,200
Sales Revenue	\$10,000	\$10,200	\$10,400	\$10,600	\$10,800
Total Revenue	\$191,900	\$192,900	\$193,900	\$194,900	\$195,900
EXPENDITURES					
Salaries, Wages and Benefits	\$1,605,500	\$1,671,000	\$1,736,100	\$1,795,300	\$1,856,400
Supplies, Material & Equipment	\$150,800	\$145,900	\$173,900	\$157,000	\$162,600
Purchased Services	\$461,500	\$453,100	\$470,100	\$486,300	\$504,500
Insurance & Financial	\$60,900	\$62,400	\$63,900	\$65,400	\$67,100
Minor Capital Expenses	\$13,000				
Total Expenditures	\$2,291,700	\$2,332,400	\$2,444,000	\$2,504,000	\$2,590,600
Net Operating Cost / (Revenue)	\$2,099,800	\$2,139,500	\$2,250,100	\$2,309,100	\$2,394,700
TRANSFERS					
Transfer to Capital	\$70,000	\$242,000	\$32,000	\$115,000	\$90,000
Transfer to Reserves	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000
Total Transfers	\$97,000	\$269,000	\$59,000	\$142,000	\$117,000
TAX LEVY REQUIREMENT					
yr/yr % change	4.4%	9.6%	(4.1%)	6.1%	2.5%

**COUNTY OF WELLINGTON****2021 –2030 OPERATING BUDGET**

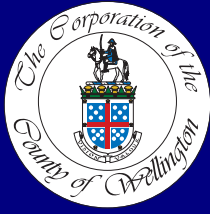
Programme/Service: Museum and Archives at Wellington Place
Department: Wellington County Museum and Archives
Governance: Information, Heritage and Senior's Committee

	2026	2027	Projected 2028	2029	2030
REVENUE					
Grants & Subsidies	\$54,800	\$54,800	\$54,800	\$54,800	\$54,800
Licenses, Permits and Rents	\$52,100	\$52,100	\$53,800	\$55,500	\$57,200
User Fees & Charges	\$79,000	\$79,800	\$82,500	\$84,900	\$86,900
Sales Revenue	\$11,000	\$11,000	\$11,200	\$11,400	\$11,600
Total Revenue	\$196,900	\$197,700	\$202,300	\$206,600	\$210,500
EXPENDITURES					
Salaries, Wages and Benefits	\$1,917,800	\$1,981,300	\$2,046,800	\$2,115,900	\$2,187,000
Supplies, Material & Equipment	\$168,300	\$196,700	\$180,400	\$187,300	\$192,900
Purchased Services	\$523,400	\$543,000	\$553,900	\$573,800	\$584,000
Insurance & Financial	\$68,700	\$70,200	\$71,200	\$74,400	\$76,300
Minor Capital Expenses					
Total Expenditures	\$2,678,200	\$2,791,200	\$2,852,300	\$2,951,400	\$3,040,200
Net Operating Cost / (Revenue)	\$2,481,300	\$2,593,500	\$2,650,000	\$2,744,800	\$2,829,700
TRANSFERS					
Transfer to Capital		\$256,000	\$117,000	\$64,000	\$33,000
Transfer to Reserves	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000
Total Transfers	\$27,000	\$283,000	\$144,000	\$91,000	\$60,000
TAX LEVY REQUIREMENT	\$2,508,300	\$2,876,500	\$2,794,000	\$2,835,800	\$2,889,700
yr/yr % change	(0.1%)	14.7%	(2.9%)	1.5%	1.9%

**COUNTY OF WELLINGTON****2021-2030 CAPITAL BUDGET**

Programme/Service: Museum and Archives at Wellington Place
Department: Wellington County Museum and Archives
Governance: Information, Heritage and Seniors Committee

	2021	2022	2023	2024	2025	5 Year Total
Museum and Archives						
Programming						
Poultry House Restoration	\$25,000					\$25,000
Facilities						
Aboyne Hall Flat Roof		\$200,000				\$200,000
Aboyne Hall Flooring Replacement					\$25,000	\$25,000
Aboyne Hall Kitchen						
Archives Reading Room Flooring					\$25,000	\$25,000
Fire Alarm Panel						
Main Elec Panel Replacement						
Museum Air Conditioning						
Museum and Archives Roof	\$45,000					\$45,000
Museum Carpet Replacement			\$30,000	\$30,000	\$30,000	\$90,000
Museum Windows Paint & Caulking		\$35,000				\$35,000
Replace Humidification Units						
Total Museum and Archives	\$70,000	\$235,000	\$30,000	\$30,000	\$80,000	\$445,000
Wellington Place						
Rehab Driveways	\$150,000					\$150,000
Samuel Honey Drive Construction			\$1,300,000			\$1,300,000
Museum Tractor				\$75,000		\$75,000
New Kubota Lawn Mower						
Total Wellington Place	\$150,000		\$1,300,000	\$75,000		\$1,525,000
Total	\$220,000	\$235,000	\$1,330,000	\$105,000	\$80,000	\$1,970,000
Sources of Financing						
Current Revenues	\$70,000	\$235,000	\$30,000	\$105,000	\$80,000	\$520,000
Reserves	\$150,000		\$1,300,000			\$1,450,000
Total Financing	\$220,000	\$235,000	\$1,330,000	\$105,000	\$80,000	\$1,970,000

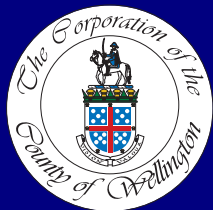


COUNTY OF WELLINGTON

2021-2030 CAPITAL BUDGET

Programme/Service: Museum and Archives at Wellington Place
Department: Wellington County Museum and Archives
Governance: Information, Heritage and Seniors Committee

	2026	2027	2028	2029	2030	10 Year Total
Museum and Archives						
Programming						
Poultry House Restoration						\$25,000
Facilities						
Aboyne Hall Flat Roof						\$200,000
Aboyne Hall Flooring Replacement						\$25,000
Aboyne Hall Kitchen				\$50,000		\$50,000
Archives Reading Room Flooring						\$25,000
Fire Alarm Panel			\$65,000			\$65,000
Main Elec Panel Replacement			\$30,000			\$30,000
Museum Air Conditioning		\$180,000				\$180,000
Museum and Archives Roof						\$45,000
Museum Carpet Replacement						\$90,000
Museum Windows Paint & Caulking						\$35,000
Replace Humidification Units					\$25,000	\$25,000
Total Museum and Archives		\$180,000	\$95,000	\$50,000	\$25,000	\$795,000
Wellington Place						
Rehab Driveways						\$150,000
Samuel Honey Drive Construction						\$1,300,000
Museum Tractor						\$75,000
New Kubota Lawn Mower		\$35,000				\$35,000
Total Wellington Place		\$35,000				\$1,560,000
Total		\$215,000	\$95,000	\$50,000	\$25,000	\$2,355,000
Sources of Financing						
Current Revenues		\$215,000	\$95,000	\$50,000	\$25,000	\$905,000
Reserves						\$1,450,000
Total Financing		\$215,000	\$95,000	\$50,000	\$25,000	\$2,355,000



Programme Overview

Programme/Service:	Planning and Land Division
Department:	Planning
Governance:	Planning and Land Division Committee

Programme Description

- This budget covers the operation of the Planning Department, the Land Division Committee, Weed Inspectors, Tree Cutting Commissioners as well as trail development, county forest work, and mapping projects.
- The budget also includes funding for the Rural Water Quality Programme in partnership with the Grand River Conservation Authority and funding for the County Source Water Protection Risk Management Officer, employed by the Township of Centre Wellington.

2021 Budget Highlights

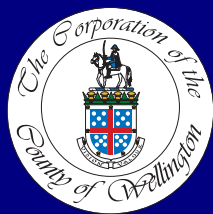
Operating Budget:

- **Staffing:** the Climate Change Coordinator position is proposed to change from a contract position to permanent full-time. The position originally had an intended end date of May 2021. The position will be required in an ongoing basis in order to complete the climate change mitigation plan and implement the recommendations including GHG emissions reductions and climate change adaptation measures.
- Municipal revenues have been updated to reflect changes to fees for services provided to local municipalities by County staff.
- User fees and charges have been updated to reflect experience to date in 2020

Capital Budget

- Continued investment in the Official Plan and Municipal Comprehensive Review (MCR) updates to ensure conformity with provincial policy
- Resurfacing work on the Trestle Bridge trails

Staff Complement (Full time equivalents)	2020	2021
Planning and Development	15.0	15.0
Land Division Committee	2.0	2.0
Weed Inspection / Tree Cutting	0.5	0.5
Total	17.5	17.5
Current employee count: 18		



COUNTY OF WELLINGTON

2021 OPERATING BUDGET

Programme/Service:

Planning and Land Division

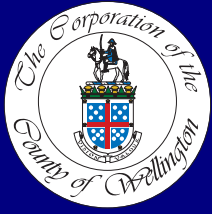
Department:

Planning

Governance:

Planning and Land Division Committee

	2019	2019	2020	2020	2021	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants & Subsidies	\$39,892	\$62,500	\$92,901	\$62,500	\$10,000	(\$52,500)	(84.0%)
Municipal Recoveries	\$89,985	\$90,000	\$315,605	\$180,000	\$290,000	\$110,000	61.1%
User Fees & Charges	\$724,858	\$809,800	\$1,017,999	\$809,800	\$932,000	\$122,200	15.1%
Other Revenue	\$9,438	\$ -	\$2,162	\$ -	\$ -	\$ -	-
Total Revenue	\$864,173	\$962,300	\$1,428,667	\$1,052,300	\$1,232,000	\$179,700	17.1%
Expenditure							
Salaries, Wages and Benefits	\$1,838,502	\$1,957,900	\$2,118,484	\$2,120,800	\$2,181,100	\$60,300	2.8%
Supplies, Material & Equipment	\$40,082	\$38,500	\$21,772	\$39,100	\$53,900	\$14,800	37.9%
Purchased Services	\$285,579	\$391,800	\$252,777	\$392,700	\$364,900	(\$27,800)	(7.1%)
Transfer Payments	\$733,103	\$756,000	\$729,724	\$831,700	\$725,000	(\$106,700)	(12.8%)
Insurance & Financial	\$36,568	\$41,700	\$42,241	\$44,900	\$45,400	\$500	1.1%
Internal Charges	\$6,051	\$6,400	\$4,305	\$6,600	\$6,600	\$ -	-
Total Expenditure	\$2,939,885	\$3,192,300	\$3,169,303	\$3,435,800	\$3,376,900	(\$58,900)	(1.7%)
Net Operating Cost / (Revenue)	\$2,075,712	\$2,230,000	\$1,740,636	\$2,383,500	\$2,144,900	(\$238,600)	(10.0%)
Transfers							
Transfer from Reserve	(\$113,316)	(\$106,000)	(\$116,668)	(\$106,700)	(\$10,000)	\$96,700	(90.6%)
Transfer to Capital	\$56,000	\$56,000	\$8,500	\$8,500	\$17,500	\$9,000	105.9%
Transfers to Reserve	\$40,064	\$ -	\$18,850	\$ -	\$ -	\$ -	-
Total Transfers	(\$17,252)	(\$50,000)	(\$89,318)	(\$98,200)	\$7,500	\$105,700	(107.6%)
NET COST / (REVENUE)	\$2,058,460	\$2,180,000	\$1,651,318	\$2,285,300	\$2,152,400	(\$132,900)	(5.8%)



COUNTY OF WELLINGTON

2021 –2030 OPERATING BUDGET

Programme/Service:

Planning and Land Division

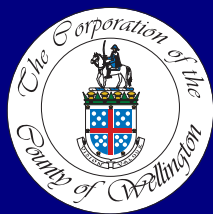
Department:

Planning

Governance:

Planning and Land Division Committee

	2021	2022	Projected 2023	2024	2025
REVENUE					
Grants & Subsidies	\$10,000				
Municipal Recoveries	\$290,000	\$296,700	\$303,400	\$310,100	\$316,800
User Fees & Charges	\$932,000	\$940,200	\$948,400	\$956,700	\$965,000
Total Revenue	\$1,232,000	\$1,236,900	\$1,251,800	\$1,266,800	\$1,281,800
EXPENDITURES					
Salaries, Wages and Benefits	\$2,181,100	\$2,261,700	\$2,341,200	\$2,413,200	\$2,484,800
Supplies, Material & Equipment	\$53,900	\$40,600	\$41,600	\$42,800	\$44,000
Purchased Services	\$364,900	\$364,700	\$374,900	\$385,600	\$396,500
Transfer Payments	\$725,000	\$725,000	\$665,000	\$665,000	\$665,000
Insurance & Financial	\$45,400	\$46,900	\$48,600	\$50,300	\$51,900
Internal Charges	\$6,600	\$6,600	\$6,600	\$6,600	\$6,600
Total Expenditures	\$3,376,900	\$3,445,500	\$3,477,900	\$3,563,500	\$3,648,800
Net Operating Cost / (Revenue)	\$2,144,900	\$2,208,600	\$2,226,100	\$2,296,700	\$2,367,000
TRANSFERS					
Transfer from Reserves	(\$10,000)				
Transfer to Capital	\$17,500	\$8,000			
Total Transfers	\$7,500	\$8,000			
TAX LEVY REQUIREMENT	\$2,152,400	\$2,216,600	\$2,226,100	\$2,296,700	\$2,367,000
yr/yr % change	(5.8%)	3.0%	0.4%	3.2%	3.1%



COUNTY OF WELLINGTON

2021 –2030 OPERATING BUDGET

Programme/Service:

Planning and Land Division

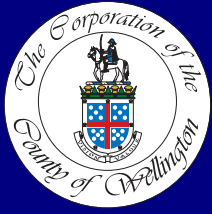
Department:

Planning

Governance:

Planning and Land Division Committee

	2026	2027	Projected 2028	2029	2030
REVENUE					
Grants & Subsidies					
Municipal Recoveries	\$323,500	\$330,200	\$336,900	\$343,600	\$350,300
User Fees & Charges	\$973,400	\$979,700	\$988,200	\$1,014,300	\$1,041,300
Total Revenue	\$1,296,900	\$1,309,900	\$1,325,100	\$1,357,900	\$1,391,600
EXPENDITURES					
Salaries, Wages and Benefits	\$2,565,000	\$2,627,000	\$2,732,700	\$2,822,400	\$2,913,800
Supplies, Material & Equipment	\$45,200	\$46,400	\$47,400	\$48,200	\$49,000
Purchased Services	\$407,700	\$419,300	\$431,100	\$444,600	\$458,500
Transfer Payments	\$665,000	\$665,000	\$665,000	\$665,000	\$665,000
Insurance & Financial	\$53,500	\$55,500	\$56,700	\$59,300	\$61,500
Internal Charges	\$6,600	\$6,600	\$6,600	\$6,600	\$6,600
Total Expenditures	\$3,743,000	\$3,819,800	\$3,939,500	\$4,046,100	\$4,154,400
Net Operating Cost / (Revenue)	\$2,446,100	\$2,509,900	\$2,614,400	\$2,688,200	\$2,762,800
TRANSFERS					
Transfer from Reserves					
Transfer to Capital					
Total Transfers					
TAX LEVY REQUIREMENT	\$2,446,100	\$2,509,900	\$2,614,400	\$2,688,200	\$2,762,800
yr/yr % change	3.3%	2.6%	4.2%	2.8%	2.8%



COUNTY OF WELLINGTON

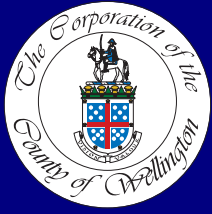
2021-2030 CAPITAL BUDGET

Programme/Service: Planning and Land Division

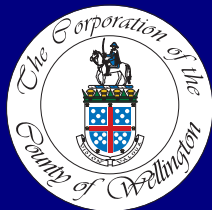
Department: Planning

Governance: Planning and Land Division Committee

	2021	2022	2023	2024	2025	5 Year Total
Official Plan / MCR Update	\$175,000	\$80,000	\$45,000			\$300,000
Trestle Bridge Trail Resurfacing	\$40,000	\$40,000				\$80,000
Official Plan Review/Update			\$100,000			\$100,000
Total	\$215,000	\$120,000	\$145,000			\$480,000
Sources of Financing						
Current Revenues	\$17,500	\$8,000				\$25,500
Reserves	\$40,000	\$40,000				\$80,000
Development Charges	\$157,500	\$72,000	\$145,000			\$374,500
Total Financing	\$215,000	\$120,000	\$145,000			\$480,000

**COUNTY OF WELLINGTON****2021-2030 CAPITAL BUDGET****Programme/Service:** Planning and Land Division**Department:** Planning**Governance:** Planning and Land Division Committee

	2026	2027	2028	2029	2030	10 Year Total
Official Plan / MCR Update						\$300,000
Trestle Bridge Trail Resurfacing						\$80,000
Official Plan Review/Update			\$100,000			\$200,000
Total			\$100,000			\$580,000
Sources of Financing						
Current Revenues						\$25,500
Reserves						\$80,000
Development Charges			\$100,000			\$474,500
Total Financing			\$100,000			\$580,000



Programme Overview

Programme/Service:	Green Legacy
Department:	Planning
Governance:	Planning and Land Division Committee

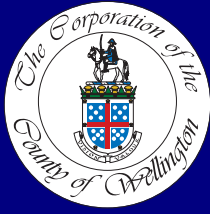
Programme Description

- The mission of the Green Legacy programme is to inspire and enable the Wellington County community to grow and plant trees to improve our environment for future generations.
- The Green Legacy is a dynamic programme that includes the growing of trees and community involvement in the process. The programme was established in 2004 and by the spring of 2020, two and a half million trees will have been distributed and planted within the County.
- Trees produced in 2021 will be distributed to Wellington County landowners, municipalities, organizations, schools and conservation authorities for planting in the County.

2021 Budget Highlights

- Salaries, Wages and Benefits: the Tree Nursery Lead Hand position is proposed to change from part-time to full-time in order to provide staffing continuity, year-round support for both the southern and northern nurseries, and appropriate supervision of summer staff
- An annual transfer of \$30,000 to the General Capital Reserve has been established in 2021 in order to fund future capital requirements for the Green Legacy that have been identified in the 10 year forecast
- The 2021-2030 capital budget forecast includes end of life cycle vehicle and equipment replacements totalling \$290,000.

Staff Complement (Full time equivalents)	2020	2021
Green Legacy Manager	1.0	1.0
Brad Whitcombe Nursery	4.4	4.7
Northern Tree Nursery	2.5	2.5
Total	7.9	8.2
Current employee count: 14		



COUNTY OF WELLINGTON

2021 OPERATING BUDGET

Programme/Service:

Green Legacy

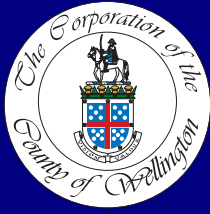
Department:

Planning

Governance:

Planning and Land Division Committee

	2019	2019	2020	2020	2021	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Sales Revenue	\$5,756	\$1,000	\$9,919	\$2,000	\$2,000	\$ -	-
Other Revenue	\$1,830	\$1,500	\$100	\$1,500	\$1,500	\$ -	-
Total Revenue	\$7,586	\$2,500	\$10,019	\$3,500	\$3,500	\$ -	-
Expenditure							
Salaries, Wages and Benefits	\$559,109	\$582,000	\$641,444	\$604,800	\$631,200	\$26,400	4.4%
Supplies, Material & Equipment	\$87,277	\$98,800	\$55,268	\$103,600	\$99,500	(\$4,100)	(4.0%)
Purchased Services	\$69,672	\$89,200	\$48,862	\$92,300	\$86,800	(\$5,500)	(6.0%)
Insurance & Financial	\$17,522	\$22,100	\$19,810	\$23,100	\$25,100	\$2,000	8.7%
Minor Capital Expenses	\$ -	\$8,000	\$ -	\$5,000	\$35,000	\$30,000	600.0%
Internal Charges	\$2,850	\$5,500	\$796	\$5,600	\$5,600	\$ -	-
Total Expenditure	\$736,430	\$805,600	\$766,180	\$834,400	\$883,200	\$48,800	5.8%
Net Operating Cost / (Revenue)	\$728,844	\$803,100	\$756,161	\$830,900	\$879,700	\$48,800	5.9%
Transfers							
Transfer from Reserve	\$ -	(\$8,000)	(\$7,438)	(\$5,000)	(\$35,000)	(\$30,000)	600.0%
Transfer to Capital	\$40,000	\$40,000	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$ -	\$ -	\$ -	\$ -	\$30,000	\$30,000	-
Total Transfers	\$40,000	\$32,000	(\$7,438)	(\$5,000)	(\$5,000)	\$ -	-
NET COST / (REVENUE)	\$768,844	\$835,100	\$748,723	\$825,900	\$874,700	\$48,800	5.9%



COUNTY OF WELLINGTON

2021 –2030 OPERATING BUDGET

Programme/Service:

Green Legacy

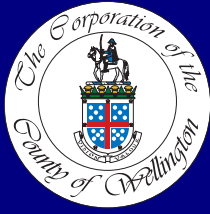
Department:

Planning

Governance:

Planning and Land Division Committee

	2021	2022	Projected 2023	2024	2025
REVENUE					
Sales Revenue	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Other Revenue	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Total Revenue	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500
EXPENDITURES					
Salaries, Wages and Benefits	\$631,200	\$647,600	\$668,300	\$687,200	\$708,100
Supplies, Material & Equipment	\$99,500	\$102,700	\$106,000	\$113,100	\$113,000
Purchased Services	\$86,800	\$89,400	\$92,200	\$95,000	\$97,900
Insurance & Financial	\$25,100	\$24,800	\$25,700	\$26,300	\$26,700
Minor Capital Expenses	\$35,000	\$16,000		\$13,000	\$9,000
Internal Charges	\$5,600	\$5,600	\$5,600	\$5,600	\$5,600
Total Expenditures	\$883,200	\$886,100	\$897,800	\$940,200	\$960,300
Net Operating Cost / (Revenue)	\$879,700	\$882,600	\$894,300	\$936,700	\$956,800
TRANSFERS					
Transfer from Reserves	(\$35,000)	(\$16,000)		(\$13,000)	(\$9,000)
Transfer to Reserves	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Total Transfers	(\$5,000)	\$14,000	\$30,000	\$17,000	\$21,000
TAX LEVY REQUIREMENT	\$874,700	\$896,600	\$924,300	\$953,700	\$977,800
yr/yr % change	5.9%	2.5%	3.1%	3.2%	2.5%



COUNTY OF WELLINGTON

2021 –2030 OPERATING BUDGET

Programme/Service:

Green Legacy

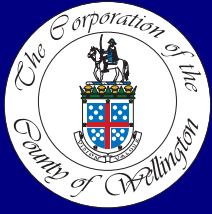
Department:

Planning

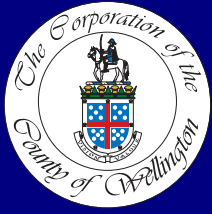
Governance:

Planning and Land Division Committee

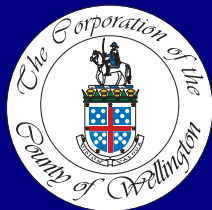
	2026	2027	Projected 2028	2029	2030
REVENUE					
Sales Revenue	\$2,000	\$2,000	\$2,000	\$2,000	\$2,100
Other Revenue	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Total Revenue	\$3,500	\$3,500	\$3,500	\$3,500	\$3,600
EXPENDITURES					
Salaries, Wages and Benefits	\$730,800	\$755,200	\$779,800	\$805,800	\$831,800
Supplies, Material & Equipment	\$116,600	\$120,300	\$127,700	\$127,700	\$131,300
Purchased Services	\$100,800	\$103,800	\$106,200	\$109,300	\$111,900
Insurance & Financial	\$27,400	\$27,900	\$28,100	\$29,400	\$30,100
Minor Capital Expenses	\$15,000	\$24,000		\$7,200	\$5,000
Internal Charges	\$5,600	\$5,600	\$5,600	\$5,600	\$5,600
Total Expenditures	\$996,200	\$1,036,800	\$1,047,400	\$1,085,000	\$1,115,700
Net Operating Cost / (Revenue)	\$992,700	\$1,033,300	\$1,043,900	\$1,081,500	\$1,112,100
TRANSFERS					
Transfer from Reserves	(\$15,000)	(\$24,000)		(\$7,200)	(\$5,000)
Transfer to Reserves	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Total Transfers	\$15,000	\$6,000	\$30,000	\$22,800	\$25,000
TAX LEVY REQUIREMENT	\$1,007,700	\$1,039,300	\$1,073,900	\$1,104,300	\$1,137,100
yr/yr % change	3.1%	3.1%	3.3%	2.8%	3.0%

**COUNTY OF WELLINGTON****2021-2030 CAPITAL BUDGET****Programme/Service:** Green Legacy**Department:** Planning**Governance:** Planning and Land Division Committee

	2021	2022	2023	2024	2025	5 Year Total
Skid Steer Replacement Northern			\$100,000			\$100,000
Green Legacy Van Replacement		\$45,000				\$45,000
Green Legacy Pick up Replacement				\$50,000		\$50,000
Northern Nursery Pick Up Replace						
Total		\$45,000	\$100,000	\$50,000		\$195,000
Sources of Financing						
Reserves		\$45,000	\$100,000	\$50,000		\$195,000
Total Financing		\$45,000	\$100,000	\$50,000		\$195,000

**COUNTY OF WELLINGTON****2021-2030 CAPITAL BUDGET****Programme/Service:** Green Legacy**Department:** Planning**Governance:** Planning and Land Division Committee

	2026	2027	2028	2029	2030	10 Year Total
Skid Steer Replacement Northern						\$100,000
Green Legacy Van Replacement				\$45,000		\$90,000
Green Legacy Pick up Replacement						\$50,000
Northern Nursery Pick Up Replace			\$50,000			\$50,000
Total			\$50,000	\$45,000		\$290,000
Sources of Financing						
Reserves			\$50,000	\$45,000		\$290,000
Total Financing			\$50,000	\$45,000		\$290,000



Programme Overview

Programme/Service:	Community Emergency Management
Department:	Planning
Governance:	Planning and Land Division Committee

Programme Description

- The aim of emergency management is to address increasing public safety risks in Ontario communities by developing or improving emergency management programmes based upon international best practices.
- Emergency Management programmes include conducting training exercises; creating public awareness and education; and establishing an emergency response plan approved by Council.
- The programme also requires hazard identification and risk assessment for each municipality in the County. The responsibility for the development, implementation and maintenance of community emergency programmes is vested with the Community's Emergency Management Coordinator, who also acts as the CEMC for all seven member municipalities.

2021 Budget Highlights

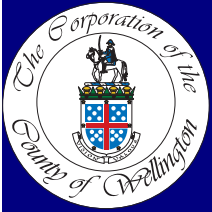
Operating Budget

- Annualization of the Emergency Management Coordinator added in 2020
- Fire safety training, which is funded by the County on behalf of all seven local municipalities, is continued throughout 2021-2030
- Annual subscription to the Weather Alert communication system, cost shared with the Roads Department

Capital Budget

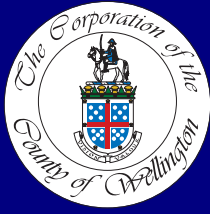
- Emergency Management Portable and Mobile Radio replacements in 2021 and 2028
- Emergency Management Vehicle replacement scheduled for 2028

Staff Complement (Full time equivalents)	2020	2021
Community Emergency Management	3.8	4.0
Total	3.8	4.0
Current employee count: 4		

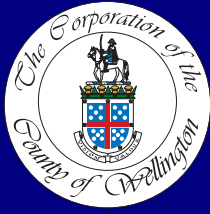
**COUNTY OF WELLINGTON****2021 OPERATING BUDGET****Programme/Service:****Community Emergency Management****Department:****Planning****Governance:****Planning and Land Division Committee**

	2019	2019	2020			\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	2020 Budget	2021 Budget	Budget	Budget
Expenditure							
Salaries, Wages and Benefits	\$274,607	\$280,900	\$304,007	\$342,000	\$365,800	\$23,800	7.0%
Supplies, Material & Equipment	\$7,449	\$9,800	\$345,084	\$25,700	\$9,900	(\$15,800)	(61.5%)
Purchased Services	\$153,379	\$175,100	\$390,566	\$194,200	\$200,500	\$6,300	3.2%
Transfer Payments	\$143,695	\$145,900	\$147,764	\$151,200	\$151,200	\$ -	-
Insurance & Financial	\$7,725	\$8,300	\$8,969	\$9,800	\$10,600	\$800	8.2%
Internal Charges	\$ -	\$ -	\$68,542	\$ -	\$ -	\$ -	-
Total Expenditure	\$586,855	\$620,000	\$1,264,932	\$722,900	\$738,000	\$15,100	2.1%
Net Operating Cost / (Revenue)	\$586,855	\$620,000	\$1,264,932	\$722,900	\$738,000	\$15,100	2.1%
Transfers							
Transfer from Reserve	\$ -	\$ -	(\$606,169)	\$ -	\$ -	\$ -	-
Transfer to Capital	\$200,000	\$200,000	\$300,000	\$300,000	\$ -	(\$300,000)	(100.0%)
Total Transfers	\$200,000	\$200,000	(\$306,169)	\$300,000	\$ -	(\$300,000)	(100.0%)
NET COST / (REVENUE)	\$786,855	\$820,000	\$958,763	\$1,022,900	\$738,000	(\$284,900)	(27.9%)

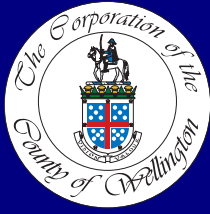
*2020 Preliminary Actuals include County Wide COVID-19 Pandemic costs approximating \$606,000

**COUNTY OF WELLINGTON****2021 –2030 OPERATING BUDGET****Programme/Service:****Community Emergency Management****Department:****Planning****Governance:****Planning and Land Division Committee**

	2021	2022	Projected 2023	2024	2025
EXPENDITURES					
Salaries, Wages and Benefits	\$365,800	\$388,000	\$409,800	\$426,200	\$443,600
Supplies, Material & Equipment	\$9,900	\$10,000	\$10,100	\$26,000	\$10,300
Purchased Services	\$200,500	\$201,600	\$207,800	\$214,300	\$250,800
Transfer Payments	\$151,200	\$151,200	\$151,200	\$151,200	\$151,200
Insurance & Financial	\$10,600	\$11,000	\$11,500	\$11,800	\$12,200
Total Expenditures	\$738,000	\$761,800	\$790,400	\$829,500	\$868,100
Net Operating Cost / (Revenue)	\$738,000	\$761,800	\$790,400	\$829,500	\$868,100
TAX LEVY REQUIREMENT					
yr/yr % change	(27.9%)	3.2%	3.8%	4.9%	4.7%

**COUNTY OF WELLINGTON****2021 –2030 OPERATING BUDGET****Programme/Service:****Community Emergency Management****Department:****Planning****Governance:****Planning and Land Division Committee**

	2026	2027	Projected 2028	2029	2030
EXPENDITURES					
Salaries, Wages and Benefits	\$458,400	\$473,900	\$489,800	\$506,500	\$523,500
Supplies, Material & Equipment	\$10,400	\$10,500	\$26,400	\$10,700	\$10,800
Purchased Services	\$227,500	\$234,900	\$242,000	\$249,200	\$256,800
Transfer Payments	\$151,200	\$151,200	\$151,200	\$151,200	\$151,200
Insurance & Financial	\$12,500	\$12,800	\$13,100	\$13,700	\$14,100
Total Expenditures	\$860,000	\$883,300	\$922,500	\$931,300	\$956,400
Net Operating Cost / (Revenue)	\$860,000	\$883,300	\$922,500	\$931,300	\$956,400
TAX LEVY REQUIREMENT	\$860,000	\$883,300	\$922,500	\$931,300	\$956,400
yr/yr % change	(0.9%)	2.7%	4.4%	1.0%	2.7%



COUNTY OF WELLINGTON

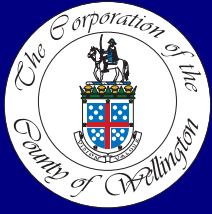
2021-2030 CAPITAL BUDGET

Programme/Service: Community Emergency Management

Department: Planning

Governance: Planning and Land Division Committee

	2021	2022	2023	2024	2025	5 Year Total
CEM Vehicle Replacement						
EM Portable / Mobile Radios	\$30,000					\$30,000
Total	\$30,000					\$30,000
Sources of Financing						
Reserves	\$30,000					\$30,000
Total Financing	\$30,000					\$30,000



COUNTY OF WELLINGTON

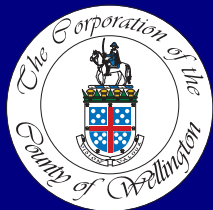
2021-2030 CAPITAL BUDGET

Programme/Service: Community Emergency Management

Department: Planning

Governance: Planning and Land Division Committee

	2026	2027	2028	2029	2030	10 Year Total
CEM Vehicle Replacement			\$45,000			\$45,000
EM Portable / Mobile Radios			\$30,000			\$60,000
Total			\$75,000			\$105,000
Sources of Financing						
Reserves			\$75,000			\$105,000
Total Financing			\$75,000			\$105,000



Programme Overview

Programme/Service:	Police Services
Department:	Provided under contract by Ontario Provincial Police
Governance:	Police Services Board

Programme Description

Wellington County was the first municipality in Ontario to have a County-wide policing contract with the Ontario Provincial Police (OPP), has the largest single contract location in the OPP, and is the second largest OPP detachment in the Province. The provincial billing model splits policing costs into a Base Service – with a cost based on the number of properties in the County and a Calls for Service component that is variable from year-to-year based on the proportion of calls the OPP takes in the County in relation to the overall provincial workload.

Officers are based out of County-owned facilities in Aboyne, Rockwood and Teviotdale. The Traffic Management Unit is staffed by one sergeant and six constables, and promotes an enhanced level of road safety throughout the County.

Governance of policing services is provided by the Wellington County Police Services Board which is comprised of the Warden, one County Councillor, one individual appointed by the County and two provincial appointees.

2021 Budget Highlights

- The 2021 policing contract estimate of \$17,272,000 is up by 2.4% from 2020. The transfer payment line has been reduced by \$450,000 as a provision for the OPP contract reconciliation.
- The 2021 Budget includes a new Sergeant to lead the new CSS unit (Community Safety Services) starting in July at a cost of \$98,000. In addition, there is an allowance for a new officer in each year of the 2022-2030 forecast
- The budget also includes the cost of the Police Services Board; administration of parking tickets and false alarms; additional police related revenues including reference checks, the cost of County-owned facilities; and a grant provided to Project Lifesaver. The annual grant to Safe Communities has been deferred for a year in 2021.
- The Community Safety and Policing grant (\$180,000) continues in 2021. The grant is for the Integrated Mobile Police and Crisis Team (IMPACT) – Suicide Prevention/Postvention Support Programme.
- The 2021-2030 capital budget includes facility improvements and equipment replacements at the three County owned detachments. A parking ticket software upgrade is scheduled for 2021.

Staff Complement (Full time equivalents)		
	2020	2021
Purchasing and Risk Analysts	0.7	0.7
Cleaners- Rockwood/Fergus	1.4	1.4
Total	2.1	2.1
Current employee count: 4		



COUNTY OF WELLINGTON

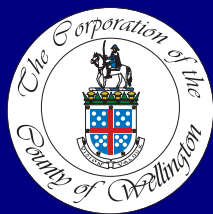
2021 OPERATING BUDGET

Programme/Service: Police Services

Department: Provided under contract by Ontario Provincial Police

Governance: Police Services Board

			2020			\$ Change	% Change
	2019	2019	Preliminary	2020	2021	Budget	Budget
	Actuals	Budget	Actuals	Budget	Budget		
Revenue							
Grants & Subsidies	\$238,528	\$198,300	\$223,384	\$270,500	\$263,300	(\$7,200)	(2.7%)
Licenses, Permits and Rents	\$122,508	\$115,400	\$114,590	\$115,400	\$115,400	\$ -	-
Fines and Penalties	\$54,689	\$55,000	\$51,378	\$52,000	\$52,000	\$ -	-
User Fees & Charges	\$83,413	\$85,000	\$67,875	\$80,000	\$80,000	\$ -	-
Other Revenue	\$3,104	\$1,000	\$16,595	\$4,000	\$16,000	\$12,000	300.0%
Total Revenue	\$502,242	\$454,700	\$473,822	\$521,900	\$526,700	\$4,800	0.9%
Expenditure							
Salaries, Wages and Benefits	\$135,682	\$140,600	\$128,355	\$144,500	\$146,300	\$1,800	1.2%
Supplies, Material & Equipment	\$42,475	\$58,100	\$67,198	\$58,800	\$61,400	\$2,600	4.4%
Purchased Services	\$454,252	\$485,000	\$590,078	\$685,600	\$687,100	\$1,500	0.2%
Transfer Payments	\$16,115,340	\$16,261,000	\$16,280,855	\$16,560,000	\$16,940,000	\$380,000	2.3%
Insurance & Financial	\$13,544	\$15,200	\$15,073	\$15,500	\$15,600	\$100	0.6%
Minor Capital Expenses	\$20,247	\$50,000	\$ -	\$30,000	\$62,000	\$32,000	106.7%
Debt Charges	\$402,234	\$404,900	\$399,285	\$402,100	\$402,400	\$300	0.1%
Internal Charges	\$832	\$1,600	\$1,315	\$1,600	\$1,600	\$ -	-
Total Expenditure	\$17,184,606	\$17,416,400	\$17,482,159	\$17,898,100	\$18,316,400	\$418,300	2.3%
Net Operating Cost / (Revenue)	\$16,682,364	\$16,961,700	\$17,008,337	\$17,376,200	\$17,789,700	\$413,500	2.4%
Transfers							
Transfer from Reserve	(\$109,077)	(\$171,300)	(\$86,567)	(\$120,000)	(\$155,000)	(\$35,000)	29.2%
Transfers to Reserve	\$421,600	\$421,600	\$260,900	\$260,900	\$90,000	(\$170,900)	(65.5%)
Total Transfers	\$312,523	\$250,300	\$174,333	\$140,900	(\$65,000)	(\$205,900)	(146.1%)
NET COST / (REVENUE)	\$16,994,887	\$17,212,000	\$17,182,670	\$17,517,100	\$17,724,700	\$207,600	1.2%



COUNTY OF WELLINGTON

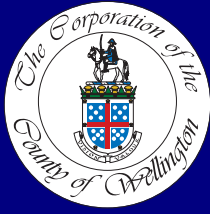
2021 –2030 OPERATING BUDGET

Programme/Service: Police Services

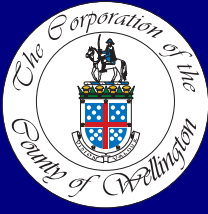
Department: Provided under contract by Ontario Provincial Police

Governance: Police Services Board

	2021	2022	Projected 2023	2024	2025
REVENUE					
Grants & Subsidies	\$263,300	\$128,300	\$83,300	\$83,300	\$83,300
Licenses, Permits and Rents	\$115,400	\$115,400	\$115,400	\$115,400	\$115,400
Fines and Penalties	\$52,000	\$52,000	\$52,000	\$52,000	\$52,000
User Fees & Charges	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000
Other Revenue	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000
Total Revenue	\$526,700	\$391,700	\$346,700	\$346,700	\$346,700
EXPENDITURES					
Salaries, Wages and Benefits	\$146,300	\$146,400	\$151,600	\$156,900	\$162,400
Supplies, Material & Equipment	\$61,400	\$61,600	\$62,900	\$64,300	\$65,700
Purchased Services	\$687,100	\$573,300	\$550,200	\$570,600	\$594,400
Transfer Payments	\$16,940,000	\$17,930,000	\$18,838,000	\$19,756,000	\$20,726,000
Insurance & Financial	\$15,600	\$15,700	\$16,000	\$16,300	\$16,400
Minor Capital Expenses	\$62,000		\$39,000	\$25,500	\$28,000
Debt Charges	\$402,400	\$220,800	\$141,200		
Internal Charges	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600
Total Expenditures	\$18,316,400	\$18,949,400	\$19,800,500	\$20,591,200	\$21,594,500
Net Operating Cost / (Revenue)	\$17,789,700	\$18,557,700	\$19,453,800	\$20,244,500	\$21,247,800
TRANSFERS					
Transfer from Reserves	(\$155,000)		(\$39,000)	(\$25,500)	(\$28,000)
Transfer to Reserves	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
Total Transfers	(\$65,000)	\$90,000	\$51,000	\$64,500	\$62,000
TAX LEVY REQUIREMENT	\$17,724,700	\$18,647,700	\$19,504,800	\$20,309,000	\$21,309,800
yr/yr % change	1.2%	5.2%	4.6%	4.1%	4.9%

**COUNTY OF WELLINGTON****2021 –2030 OPERATING BUDGET****Programme/Service:** Police Services**Department:** Provided under contract by Ontario Provincial Police**Governance:** Police Services Board

	2026	2027	Projected 2028	2029	2030
REVENUE					
Grants & Subsidies	\$83,300	\$83,300	\$83,300	\$83,300	\$83,300
Licenses, Permits and Rents	\$115,400	\$115,400	\$115,400	\$115,400	\$115,400
Fines and Penalties	\$52,000	\$52,000	\$52,000	\$52,000	\$52,000
User Fees & Charges	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000
Other Revenue	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000
Total Revenue	\$346,700	\$346,700	\$346,700	\$346,700	\$346,700
EXPENDITURES					
Salaries, Wages and Benefits	\$167,300	\$173,000	\$178,700	\$184,200	\$190,300
Supplies, Material & Equipment	\$67,100	\$68,500	\$70,000	\$71,500	\$73,100
Purchased Services	\$619,300	\$645,000	\$654,100	\$680,000	\$690,900
Transfer Payments	\$21,734,000	\$22,793,000	\$23,868,000	\$24,999,000	\$26,167,000
Insurance & Financial	\$16,500	\$16,700	\$17,000	\$17,800	\$17,900
Minor Capital Expenses	\$60,000		\$11,000	\$21,600	\$50,000
Debt Charges					
Internal Charges	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600
Total Expenditures	\$22,665,800	\$23,697,800	\$24,800,400	\$25,975,700	\$27,190,800
Net Operating Cost / (Revenue)	\$22,319,100	\$23,351,100	\$24,453,700	\$25,629,000	\$26,844,100
TRANSFERS					
Transfer from Reserves	(\$60,000)		(\$11,000)	(\$21,600)	(\$50,000)
Transfer to Reserves	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
Total Transfers	\$30,000	\$90,000	\$79,000	\$68,400	\$40,000
TAX LEVY REQUIREMENT	\$22,349,100	\$23,441,100	\$24,532,700	\$25,697,400	\$26,884,100
yr/yr % change	4.9%	4.9%	4.7%	4.7%	4.6%



COUNTY OF WELLINGTON

2021-2030 CAPITAL BUDGET

Programme/Service:

Police Services

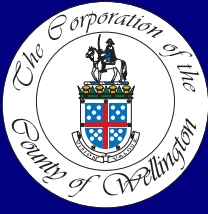
Department:

Provided under contract by Ontario Provincial Police

Governance:

Police Services Board

	2021	2022	2023	2024	2025	5 Year Total
Equipment						
Parking Ticket Software	\$60,000					\$60,000
Radar Detection Replacements						
Total Equipment	\$60,000					\$60,000
Facilities						
Aboyne OPP: Elevator Modernization						
Aboyne OPP: Furniture Replacements						
Aboyne OPP: Interior Upgrades					\$40,000	\$40,000
Aboyne OPP: Plumbing Replacements						
Aboyne OPP: Rehab Air Handling Units						
Aboyne OPP: Replace HVAC Control Sys						
Rockwood OPP: Air Conditioning	\$30,000					\$30,000
Rockwood OPP: Elevator Modernization						
Rockwood OPP: Furniture Replacement	\$50,000					\$50,000
Rockwood OPP: HVAC Replacements						
Rockwood OPP: Lockup Cell Plumbing Fixtures						
Teviotdale OPP: Air Conditioning						
Teviotdale OPP: Furniture Replacements		\$50,000				\$50,000
Teviotdale OPP: Interior Upgrades						
Teviotdale OPP: Security Camera Replacement						
Total Facilities	\$80,000	\$50,000			\$40,000	\$170,000
Total	\$140,000	\$50,000			\$40,000	\$230,000
Sources of Financing						
Reserves	\$140,000	\$50,000			\$40,000	\$230,000
Total Financing	\$140,000	\$50,000			\$40,000	\$230,000



COUNTY OF WELLINGTON

2021-2030 CAPITAL BUDGET

Programme/Service:

Police Services

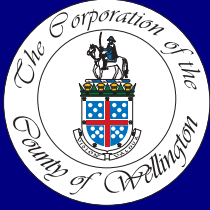
Department:

Provided under contract by Ontario Provincial Police

Governance:

Police Services Board

	2026	2027	2028	2029	2030	10 Year Total
Equipment						
Parking Ticket Software						\$60,000
Radar Detection Replacements		\$30,000				\$30,000
Total Equipment		\$30,000				\$90,000
Facilities						
Aboyne OPP: Elevator Modernization					\$100,000	\$100,000
Aboyne OPP: Furniture Replacements		\$75,000				\$75,000
Aboyne OPP: Interior Upgrades						\$40,000
Aboyne OPP: Plumbing Replacements				\$80,000		\$80,000
Aboyne OPP: Rehab Air Handling Units	\$50,000					\$50,000
Aboyne OPP: Replace HVAC Control Sys				\$95,000		\$95,000
Rockwood OPP: Air Conditioning						\$30,000
Rockwood OPP: Elevator Modernization	\$110,000					\$110,000
Rockwood OPP: Furniture Replacement						\$50,000
Rockwood OPP: HVAC Replacements			\$25,000			\$25,000
Rockwood OPP: Lockup Cell Plumbing Fixtures			\$45,000			\$45,000
Teviotdale OPP: Air Conditioning					\$50,000	\$50,000
Teviotdale OPP: Furniture Replacements						\$50,000
Teviotdale OPP: Interior Upgrades				\$45,000		\$45,000
Teviotdale OPP: Security Camera Replacement				\$25,000		\$25,000
Total Facilities	\$160,000	\$75,000	\$70,000	\$245,000	\$150,000	\$870,000
Total	\$160,000	\$105,000	\$70,000	\$245,000	\$150,000	\$960,000
Sources of Financing						
Reserves	\$160,000	\$105,000	\$70,000	\$245,000	\$150,000	\$960,000
Total Financing	\$160,000	\$105,000	\$70,000	\$245,000	\$150,000	\$960,000



Programme Overview

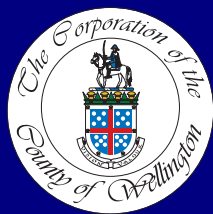
Programme/Service:	Provincial Offences Act Administration
Department:	Administered by the City of Guelph
Governance:	Administration, Finance and Human Resources Committee

Programme Description

- The City of Guelph, through its Court Services Division, delivers Provincial Offences Act (POA) administration on behalf of the County and its member municipalities.
- Responsibility for POA administration was transferred to municipalities in 1998.
- The County shares in the net revenue from the operation, which is distributed between the City and County based on the location of each offence.
- The majority of fine revenue is generated from offences under the Highway Traffic Act.

2021 Budget Highlights

-
- Net fine revenue to the County has been estimated at \$266,400. This amount has been increased by \$7,500 from 2020 in the County budget based on information received from the City of Guelph.
 - 2020 was the final year of debt charges for the POA court facility in the amount of \$255,000
 - The 2021 – 2030 capital budget includes the County's portion of capital equipment replacements totalling \$870,000 over ten years. These are funded through an annual transfer to the General Capital Reserve of \$80,000.

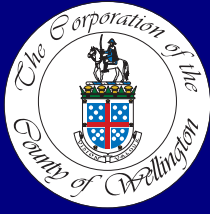


COUNTY OF WELLINGTON

2021 OPERATING BUDGET

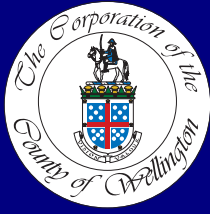
Programme/Service: Provincial Offences Act (POA) Administration
Department: Administered by the City of Guelph
Governance: Administration, Finance and Human Resources Committee

	2019	2019	2020	2020	2021	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Municipal Recoveries	\$333,698	\$251,400	(\$30,700)	\$258,900	\$266,400	\$7,500	2.9%
Total Revenue	\$333,698	\$251,400	(\$30,700)	\$258,900	\$266,400	\$7,500	2.9%
Expenditure							
Debt Charges	\$253,792	\$254,600	\$254,112	\$255,000	\$ -	(\$255,000)	(100.0%)
Total Expenditure	\$253,792	\$254,600	\$254,112	\$255,000	\$ -	(\$255,000)	(100.0%)
Net Operating Cost / (Revenue)	(\$79,906)	\$3,200	\$284,812	(\$3,900)	(\$266,400)	(\$262,500)	6,730.8%
Transfers							
Transfer from Reserve	\$ -	\$ -	(\$289,600)	\$ -	\$ -	\$ -	-
Transfer to Capital	\$22,500	\$22,500	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$ -	\$ -	\$ -	\$ -	\$80,000	\$80,000	-
Total Transfers	\$22,500	\$22,500	(\$289,600)	\$ -	\$80,000	\$80,000	-
NET COST / (REVENUE)	(\$57,406)	\$25,700	(\$4,788)	(\$3,900)	(\$186,400)	(\$182,500)	4,679.5%

**COUNTY OF WELLINGTON****2021 –2030 OPERATING BUDGET**

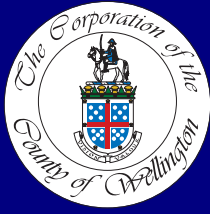
Programme/Service: Provincial Offences Act (POA) Administration
Department: Administered by the City of Guelph
Governance: Administration, Finance and Human Resources Committee

	2021	2022	Projected 2023	2024	2025
REVENUE					
Municipal Recoveries	\$266,400	\$273,900	\$281,400	\$288,900	\$296,400
Total Revenue	\$266,400	\$273,900	\$281,400	\$288,900	\$296,400
Net Operating Cost / (Revenue)	(\$266,400)	(\$273,900)	(\$281,400)	(\$288,900)	(\$296,400)
TRANSFERS					
Transfer to Reserves	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000
Total Transfers	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000
TAX LEVY REQUIREMENT	(\$186,400)	(\$193,900)	(\$201,400)	(\$208,900)	(\$216,400)
yr/yr % change	4,679.5%	4.0%	3.9%	3.7%	3.6%

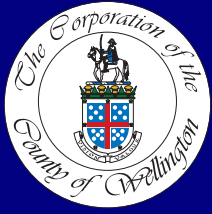
**COUNTY OF WELLINGTON****2021 –2030 OPERATING BUDGET**

Programme/Service: Provincial Offences Act (POA) Administration
Department: Administered by the City of Guelph
Governance: Administration, Finance and Human Resources Committee

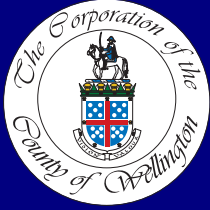
	2026	2027	Projected 2028	2029	2030
REVENUE					
Municipal Recoveries	\$303,900	\$311,400	\$318,900	\$326,400	\$333,900
Total Revenue	\$303,900	\$311,400	\$318,900	\$326,400	\$333,900
Net Operating Cost / (Revenue)	(\$303,900)	(\$311,400)	(\$318,900)	(\$326,400)	(\$333,900)
TRANSFERS					
Transfer to Reserves	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000
Total Transfers	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000
TAX LEVY REQUIREMENT	(\$223,900)	(\$231,400)	(\$238,900)	(\$246,400)	(\$253,900)
yr/yr % change	3.5%	3.3%	3.2%	3.1%	3.0%

**COUNTY OF WELLINGTON****2021-2030 CAPITAL BUDGET****Programme/Service:** Provincial Offences Act (POA) Administration**Department:** Administered by the City of Guelph**Governance:** Administration, Finance and Human Resources Committee

	2021	2022	2023	2024	2025	5 Year Total
POA Replacements	\$63,000	\$61,000	\$80,000	\$41,000	\$77,000	\$322,000
Total	\$63,000	\$61,000	\$80,000	\$41,000	\$77,000	\$322,000
Sources of Financing						
Reserves	\$63,000	\$61,000	\$80,000	\$41,000	\$77,000	\$322,000
Total Financing	\$63,000	\$61,000	\$80,000	\$41,000	\$77,000	\$322,000

**COUNTY OF WELLINGTON****2021-2030 CAPITAL BUDGET****Programme/Service:** Provincial Offences Act (POA) Administration**Department:** Administered by the City of Guelph**Governance:** Administration, Finance and Human Resources Committee

	2026	2027	2028	2029	2030	10 Year Total
POA Replacements	\$84,000	\$39,000	\$41,000	\$137,000	\$247,000	\$870,000
Total	\$84,000	\$39,000	\$41,000	\$137,000	\$247,000	\$870,000
Sources of Financing						
Reserves	\$84,000	\$39,000	\$41,000	\$137,000	\$247,000	\$870,000
Total Financing	\$84,000	\$39,000	\$41,000	\$137,000	\$247,000	\$870,000



Programme Overview

Programme/Service:	Land Ambulance
Department:	Administered by the City of Guelph
Governance:	Administration, Finance and Human Resources Committee

Programme Description

- Land Ambulance has been a municipal financial responsibility since 1998.
- The City of Guelph is the designated delivery agent for the service delivery area comprising Guelph and Wellington County.
- All ambulance staff are employees of the City of Guelph.
- The Ministry of Health and Long Term Care has historically provided grants for ambulance services based on 50% of the prior year's operating expenditures. It is uncertain if this funding model will continue.
- The City and County share the net municipal cost based on the proportion of call codes 1-4 in each municipality.

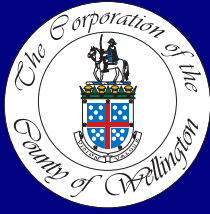
2021 Budget Highlights

Operating Budget

- Service expansions include increasing resources within Guelph and enhancement to the Dispatch Information System (estimated total cost of \$653,900, net County cost \$241,900). The resources added in Guelph were originally intended for Rockwood and may be reassigned once the Ambulance Service returns to pre-pandemic operations.
- The County funds approximately 38% (2020 budget—37%) of the municipal share of Land Ambulance expenditures based on calls for service, and has a levy requirement of \$4.7 million in 2021.
- The transfer to reserve for Ambulance capital needs has increased by \$200,000 to \$600,000 annually.

Capital Budget

- The capital forecast includes a proposal to build five new ambulance facilities throughout the County (plus additional facilities outside the 10-years) and lease back to the Ambulance Service through the City. Station construction projects have been delayed by another year throughout the forecast awaiting Provincial announcements on the future of this service.
 - Proposed locations include: Erin (2019-22), Guelph/Eramosa (2023-24), Arthur (2025-26), Drayton (2027-28), Mount Forest (2029-30). Construction for the five stations in the current 10 year plan is budgeted at \$8.5 million and is fully funded by the Property Reserve.
- The County contributes approximately 40% of capital costs for City projects for replacement ambulances, ambulance equipment and ambulance related IT replacements. Total County costs over the ten-years of \$4.4 million is funded through the Ambulance Reserve
- City of Guelph Facilities expansions include the addition of an emergency services joint services training facility (County share \$383,000), and the Delhi Street Facility Rehabilitation (County share \$1.5 million). Funding is provided through a mix of reserve and development charges.

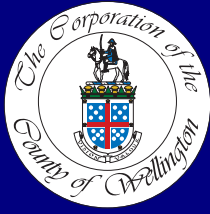


COUNTY OF WELLINGTON

2021 OPERATING BUDGET

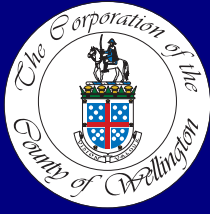
Programme/Service: Ambulance Services
Department: Administered by the City of Guelph
Governance: Administration, Finance and Human Resources Committee

	2020					\$ Change	% Change
	2019	2019	Preliminary	2020	2021	Budget	Budget
	Actuals	Budget	Actuals	Budget	Budget		
Expenditure							
Transfer Payments	\$4,158,230	\$4,521,100	\$4,781,623	\$4,445,800	\$4,705,500	\$259,700	5.8%
Total Expenditure	\$4,158,230	\$4,521,100	\$4,781,623	\$4,445,800	\$4,705,500	\$259,700	5.8%
Net Operating Cost / (Revenue)							
	\$4,158,230	\$4,521,100	\$4,781,623	\$4,445,800	\$4,705,500	\$259,700	5.8%
Transfers							
Transfer from Reserve	\$ -	\$ -	(\$335,823)	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$400,000	\$400,000	\$400,000	\$400,000	\$600,000	\$200,000	50.0%
Total Transfers	\$400,000	\$400,000	\$64,177	\$400,000	\$600,000	\$200,000	50.0%
NET COST / (REVENUE)							
	\$4,558,230	\$4,921,100	\$4,845,800	\$4,845,800	\$5,305,500	\$459,700	9.5%

**COUNTY OF WELLINGTON****2021 –2030 OPERATING BUDGET**

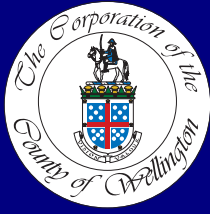
Programme/Service: Ambulance Services
Department: Administered by the City of Guelph
Governance: Administration, Finance and Human Resources Committee

	2021	2022	Projected 2023	2024	2025
EXPENDITURES					
Transfer Payments	\$4,705,500	\$4,655,900	\$4,833,600	\$4,947,300	\$5,565,700
Total Expenditures	\$4,705,500	\$4,655,900	\$4,833,600	\$4,947,300	\$5,565,700
Net Operating Cost / (Revenue)	\$4,705,500	\$4,655,900	\$4,833,600	\$4,947,300	\$5,565,700
TRANSFERS					
Transfer to Reserves	\$600,000	\$600,000	\$600,000	\$650,000	\$650,000
Total Transfers	\$600,000	\$600,000	\$600,000	\$650,000	\$650,000
TAX LEVY REQUIREMENT	\$5,305,500	\$5,255,900	\$5,433,600	\$5,597,300	\$6,215,700
yr/yr % change	9.5%	(0.9%)	3.4%	3.0%	11.0%

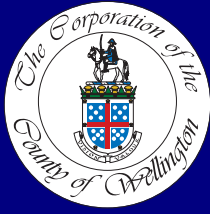
**COUNTY OF WELLINGTON****2021 –2030 OPERATING BUDGET**

Programme/Service: Ambulance Services
Department: Administered by the City of Guelph
Governance: Administration, Finance and Human Resources Committee

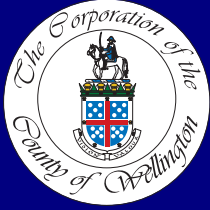
	2026	2027	Projected 2028	2029	2030
EXPENDITURES					
Transfer Payments	\$5,798,300	\$6,189,500	\$6,477,300	\$6,863,700	\$7,221,900
Total Expenditures	\$5,798,300	\$6,189,500	\$6,477,300	\$6,863,700	\$7,221,900
Net Operating Cost / (Revenue)	\$5,798,300	\$6,189,500	\$6,477,300	\$6,863,700	\$7,221,900
TRANSFERS					
Transfer to Reserves	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000
Total Transfers	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000
TAX LEVY REQUIREMENT	\$6,498,300	\$6,889,500	\$7,177,300	\$7,563,700	\$7,921,900
yr/yr % change	4.5%	6.0%	4.2%	5.4%	4.7%

**COUNTY OF WELLINGTON****2021-2030 CAPITAL BUDGET****Programme/Service:** Ambulance Services**Department:** Administered by the City of Guelph**Governance:** Administration, Finance and Human Resources Committee

	2021	2022	2023	2024	2025	5 Year Total
County of Wellington Led Projects						
Erin Ambulance Station		\$1,000,000				\$1,000,000
Guelph/Eramosa Ambulance Station			\$500,000	\$1,000,000		\$1,500,000
Arthur Ambulance Station					\$500,000	\$500,000
Drayton Ambulance Station						
Mt. Forest Ambulance Station						
Total County of Wellington Led Projects		\$1,000,000	\$500,000	\$1,000,000	\$500,000	\$3,000,000
City of Guelph Led Projects						
Ambulance Equipment	\$50,000	\$43,000	\$10,000	\$10,000	\$55,000	\$168,000
Replacement Ambulances	\$300,000	\$150,000	\$215,000	\$375,000	\$340,000	\$1,380,000
Ambulance IT Implementations	\$81,000	\$68,000	\$62,000	\$53,000	\$52,000	\$316,000
Emergency Services Training Facility						
Delhi St Station Rehabilitation						
COG Amb Facilities & Studies	\$15,000	\$55,000	\$15,000	\$15,000	\$15,000	\$115,000
Total City of Guelph Led Projects	\$446,000	\$316,000	\$302,000	\$453,000	\$462,000	\$1,979,000
Total	\$446,000	\$1,316,000	\$802,000	\$1,453,000	\$962,000	\$4,979,000
Sources of Financing						
Reserves	\$446,000	\$1,316,000	\$802,000	\$1,453,000	\$962,000	\$4,979,000
Development Charges						
Total Financing	\$446,000	\$1,316,000	\$802,000	\$1,453,000	\$962,000	\$4,979,000

**COUNTY OF WELLINGTON****2021-2030 CAPITAL BUDGET****Programme/Service:** Ambulance Services**Department:** Administered by the City of Guelph**Governance:** Administration, Finance and Human Resources Committee

	2026	2027	2028	2029	2030	10 Year Total
County of Wellington Led Projects						
Erin Ambulance Station						\$1,000,000
Guelph/Eramosa Ambulance Station						\$1,500,000
Arthur Ambulance Station	\$2,500,000					\$3,000,000
Drayton Ambulance Station		\$500,000	\$1,000,000			\$1,500,000
Mt. Forest Ambulance Station				\$500,000	\$1,000,000	\$1,500,000
Total County of Wellington Led Projects	\$2,500,000	\$500,000	\$1,000,000	\$500,000	\$1,000,000	\$8,500,000
City of Guelph Led Projects						
Ambulance Equipment	\$28,000	\$54,000	\$227,000	\$37,000	\$61,000	\$575,000
Replacement Ambulances	\$330,000	\$165,000	\$450,000	\$450,000	\$200,000	\$2,975,000
Ambulance IT Implementations	\$53,000	\$62,000	\$46,000	\$49,000	\$54,000	\$580,000
Emergency Services Training Facility			\$383,000			\$383,000
Delhi St Station Rehabilitation			\$1,480,000			\$1,480,000
COG Amb Facilities & Studies	\$15,000	\$60,000	\$15,000	\$15,000	\$15,000	\$235,000
Total City of Guelph Led Projects	\$426,000	\$341,000	\$2,601,000	\$551,000	\$330,000	\$6,228,000
Total	\$2,926,000	\$841,000	\$3,601,000	\$1,051,000	\$1,330,000	\$14,728,000
Sources of Financing						
Reserves	\$2,926,000	\$841,000	\$3,384,000	\$1,051,000	\$1,330,000	\$14,511,000
Development Charges			\$217,000			\$217,000
Total Financing	\$2,926,000	\$841,000	\$3,601,000	\$1,051,000	\$1,330,000	\$14,728,000



Programme Overview

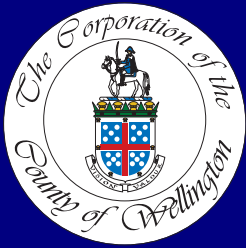
Programme/Service:	Public Health
Department:	Wellington-Dufferin-Guelph Public Health
Governance:	Board of Health

Programme Description

- Public Health services are delivered by Wellington-Dufferin-Guelph Public Health (WDGPH) in accordance with the *Health Protection and Promotion Act* and the Ontario Public Health Standards and Protocols published by the Ministry of Health and Long-Term Care.
- WDGPH was formed in 1967 and is governed by an autonomous Board of Health consisting of municipal and provincial appointees. The County of Wellington appoints three members to the Board.
- WDGPH receives an annual operating grant from the Province of Ontario, and the net municipal cost is funded by the City of Guelph (46.3%), the County of Wellington (32.0%) and the County of Dufferin (21.7%) in proportion to their population. These proportions reflect the 2016 census figures.
- Services and/or administration are currently provided from four locations throughout Wellington and Dufferin Counties and the City of Guelph: in Wellington County at Wellington Terrace; in Dufferin County at offices in Shelburne and Orangeville; and in Guelph at the Chancellors Way facility.
- WDGPH owns two of the four facilities, located at 180 Broadway in Orangeville, and 160 Chancellors Way in Guelph. A portion of the cost of construction was funded through a financing agreement between WDGPH, the County of Wellington, the County of Dufferin, and the City of Guelph. WDGPH makes annual loan repayments to each of the three municipalities which are deducted from the annual municipal levy. The annual loan repayment to the County of Wellington is \$419,092 and is a blended payment.

2021 Budget Highlights

- The County of Wellington's share of the gross municipal levy for WDGPH in 2021 is \$2,845,600. The annual loan repayment of \$419,100 is deducted from that amount, for a net transfer in 2021 of \$2,426,500.
- This represents an increase of 2.1% (\$67,000) from the 2020 gross levy and no change in the loan repayment amount.



COUNTY OF WELLINGTON

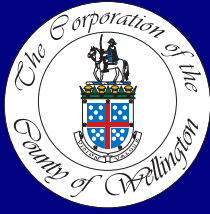
2021 OPERATING BUDGET

Programme/Service: Public Health

Department: Wellington-Dufferin-Guelph Public Health

Governance: Board of Health

	2019	2019	2020	2020	2021	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Expenditure							
Supplies, Material & Equipment	\$ -	\$ -	\$614	\$ -	\$ -	\$ -	-
Transfer Payments	\$2,305,012	\$2,305,000	\$2,359,495	\$2,359,500	\$2,426,500	\$67,000	2.8%
Debt Charges	\$343,006	\$343,400	\$345,137	\$345,600	\$347,100	\$1,500	0.4%
Total Expenditure	\$2,648,018	\$2,648,400	\$2,705,246	\$2,705,100	\$2,773,600	\$68,500	2.5%
Net Operating Cost / (Revenue)	\$2,648,018	\$2,648,400	\$2,705,246	\$2,705,100	\$2,773,600	\$68,500	2.5%
Transfers							
NET COST / (REVENUE)	\$2,648,018	\$2,648,400	\$2,705,246	\$2,705,100	\$2,773,600	\$68,500	2.5%



COUNTY OF WELLINGTON

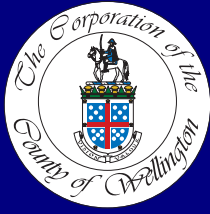
2021 –2030 OPERATING BUDGET

Programme/Service: Public Health

Department: Wellington-Dufferin-Guelph Public Health

Governance: Board of Health

	2021	2022	Projected 2023	2024	2025
EXPENDITURES					
Transfer Payments	\$2,426,500	\$2,495,600	\$2,620,700	\$2,755,500	\$3,181,400
Debt Charges	\$347,100	\$345,900	\$3,054,100		
Total Expenditures	\$2,773,600	\$2,841,500	\$5,674,800	\$2,755,500	\$3,181,400
Net Operating Cost / (Revenue)	\$2,773,600	\$2,841,500	\$5,674,800	\$2,755,500	\$3,181,400
TRANSFERS					
Transfer from Reserves			(\$3,054,100)		
Total Transfers			(\$3,054,100)		
TAX LEVY REQUIREMENT					
	\$2,773,600	\$2,841,500	\$2,620,700	\$2,755,500	\$3,181,400
yr/yr % change	2.5%	2.4%	(7.8%)	5.1%	15.5%



COUNTY OF WELLINGTON

2021 –2030 OPERATING BUDGET

Programme/Service: Public Health

Department: Wellington-Dufferin-Guelph Public Health

Governance: Board of Health

	2026	2027	Projected 2028	2029	2030
EXPENDITURES					
Transfer Payments	\$3,308,700	\$3,441,000	\$3,578,600	\$3,721,700	\$3,870,600
Debt Charges					
Total Expenditures	\$3,308,700	\$3,441,000	\$3,578,600	\$3,721,700	\$3,870,600
Net Operating Cost / (Revenue)	\$3,308,700	\$3,441,000	\$3,578,600	\$3,721,700	\$3,870,600
TRANSFERS					
Transfer from Reserves					
Total Transfers					
TAX LEVY REQUIREMENT	\$3,308,700	\$3,441,000	\$3,578,600	\$3,721,700	\$3,870,600
yr/yr % change	4.0%	4.0%	4.0%	4.0%	4.0%

GLOSSARY OF TERMS

Accrual: Adjustments for revenues or expenses that have been earned but are not yet recorded in the accounts.

AF&HR: Administration, Finance and Human Resources Committee

Amortization: Expiration in the service life of capital assets attributable to wear and tear, deterioration, exposure to elements, inadequacy, or obsolescence. It is also the paying off of debt with a fixed repayment schedule in regular installments over time.

Appropriation: Money set aside by formal action for a specific use.

Approved Budget: The final budget passed by Council, which will govern the operations and reporting during the fiscal year.

Assessment: A value established by the Municipal Property Assessment Corporation (MPAC) for real property for use as a basis of levying property taxes for municipal purposes.

Assessment Base Management (ABM): describes a 'basket' of processes, practices and guiding principles that contribute to and form a municipality's deliberate efforts to maintain, protect, and enhance the quality of the assessment roll, the accuracy of individual assessments and ultimately, the equitable distribution of the tax burden.

Audit: An official inspection of the County's accounts, by an independent, external auditor.

Balanced Budget: Total expenses equal total revenues in an operating year.

BCGW: Business Centre Guelph-Wellington

BR+E (BR&E): Business Retention and Expansion Project

Budget: A financial plan for a specific period, in which specific amounts are allocated for specific periods

Budget Calendar: The set schedule of key dates in which the County's departments follows in order to prepare, adopt, and administer the budget.

Budget Variance Report: a financial report, typically prepared at the end of a reporting period, which compares actual expenditures incurred and revenues received to the estimated expenditures and revenues. The report would also include projections to the end of the fiscal year, and would normally be accompanied by written explanations of major variances.

CAO: Chief Administrative Officer

Capital Budget: a plan of proposed capital expenditures and the means of financing these expenditures from the current fiscal period and over a longer term planning horizon.

Capital Budget Amendment: any adjustment to the proposed expenditures and sources of financing for capital works. This would typically occur at the time project tenders are awarded.

Capital expenditure: any significant expenditure incurred to acquire, improve or rehabilitate land, buildings, engineering structures, facilities, machinery or equipment, and all associated items to bring the foregoing into function operation. The work typically confers a benefit lasting beyond one year (and as such is non-recurring in nature) and results in the acquisition or extension of the life of a fixed asset. Capital expenditures also include the cost of studies undertaken in connection with acquiring land or constructing infrastructure and facilities.

GLOSSARY OF TERMS

CEMC: Community Emergency Management Coordinator

Deficit: a year-end corporate financial position in which total expenditures exceed total revenues.

Development Charges (DC): Development charges are assessed against land development projects in order to help fund the cost of capital infrastructure needed to service growth.

Fiscal Year: Refers to the period used for calculating yearly financial statements, beginning January 1 and ending December 31 for the County of Wellington.

Full Time Equivalent Position (FTE): A measure to account for all staffing dollars in terms of their value as a staffing unit. For example two (2) half-time positions would equate to one (1) FTE.

Fund: A segregation of assets and related liabilities that is administered as a separate accounting entity.

Fund Balance: A term used to express the equity (assets minus liabilities) of governmental fund types and trust funds. A fund balance is the excess of cumulative revenues and other sources of funds, over cumulative expenditures and other uses of funds.

HHW: Household Hazardous Waste

HST: Harmonized Sales Tax

HVAC: Heating, Ventilation and Air Conditioning

Inflation: A rise in price levels caused by economic activity.

Infrastructure: The facilities and assets employed by the municipality to deliver services. These facilities and assets are numerous and are not limited to: roads, sewers, water plants, buildings and vehicles.

IT: Information Technology

Long Term Debt: Borrowing to finance capital projects having a maturity of more than one year after the date of issue.

MPAC: Municipal Property Assessment Corporation

OMPF: Ontario Municipal Partnership Fund

Operating Budget: The annual budget prepared for the revenue fund and effective during the current fiscal year.

Operating Budget Amendment: any change to the operating budget approved by Council which impacts the County tax rate. All other deviations from the originally approved budget are treated as in-year variances and reported to Council in accordance with the Budget Variance Reporting Policy, and are not subject to the public notification provisions of Section 291 of the Municipal Act.

OPP: Ontario Provincial Police

OW: Ontario Works

POA: Provincial Offences Act

GLOSSARY OF TERMS

Preliminary Budget and Ten-Year Forecast: a comprehensive overview of expenditures, revenues, and tax rates for the upcoming ten-year period, which includes an overview of the major factors that are impacting the budget, and provides the basis for the preparing detailed budgets by department.

Reserve: A reserve is an allocation of accumulated net revenue set aside for a designated purpose. Funds held in a reserve can be utilized at the discretion of Council. Reserves do not earn interest on their own, although interest may be allocated to reserves if desired.

Reserve Fund: A reserve fund is established based on a statutory requirement or defined liability payable in the future and is usually prescriptive as to the basis for collection and use of monies in the fund. All earnings derived from reserve fund investments form part of the reserve fund. There are two types of reserve funds: obligatory reserve funds and discretionary reserve funds.

Surplus: A year-end corporate financial position in which total revenues exceed total expenditures.

SWIFT: Southwestern Integrated Fibre Technology

User Fees: Fees paid by individuals or organizations to the County for the use of County facilities or for the provision of County services.

Variance: The difference between an actual and budgeted expense or revenue.

WCMA: Wellington County Museum and Archives

WDGPH: Wellington-Dufferin-Guelph Public Health

WDO: Waste Diversion Ontario

WOWC: Western Ontario Warden's Caucus, a not-for-profit organization representing several upper and single tier municipalities in southwestern Ontario, with the objective of enhancing the prosperity and overall wellbeing of rural and small urban communities across the region.

WSIB: Workplace Safety and Insurance Board

WWCFDC: Wellington-Waterloo Community Futures Development Corporation

ACKNOWLEDGEMENTS

The County Treasurer would like to thank the following staff members for their assistance during the preparation of the 2021 Budget and Ten-Year Plan:

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